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ABSTRACT

This guide is intended to help stakeholders make decisions about involvement in youth philanthropy (YP). It discusses institutions that encourage youth involvement in philanthropy and shows that most youth philanthropists are drawn from traditional leadership circles, but participation is gradually becoming more diverse. A discussion of geographic distribution reports initiatives are concentrated in a few states. These four core purposes for YP are highlighted: spur youth participation in institutional philanthropy; increase youth involvement in community change; promote youth service and giving; and help youth develop into healthy, productive adults. Common components of YP programs are documented: governing board size; roles of adults; meeting frequency; terms of service; training; and community service. A section on the grantmaking process discusses the granting pool; average grant size; fundraising; typical grant recipients; and outreach and assistance to applicants. YP benefits and beneficiaries are described and these future directions recommended: use YP as a powerful tool for community youth development; expand YP; increase diversity of grantmakers; encourage youth to plan for and fund projects that move beyond service; increase grant size; create endowments to sustain youth grantmaking over time; and increase fundraising by youth. Appendixes include: a table of six YP programs organized by major elements; and descriptions of initiatives and programs. (Contains 13 references and 70 endnotes.) (YLB)

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ED 468 453

# Changing the Face of Giving

## An Assessment of Youth Philanthropy

Written by the Youth Leadership Institute

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THE JAMES IRVINE FOUNDATION

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## An Assessment of Youth Philanthropy

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THE JAMES IRVINE FOUNDATION

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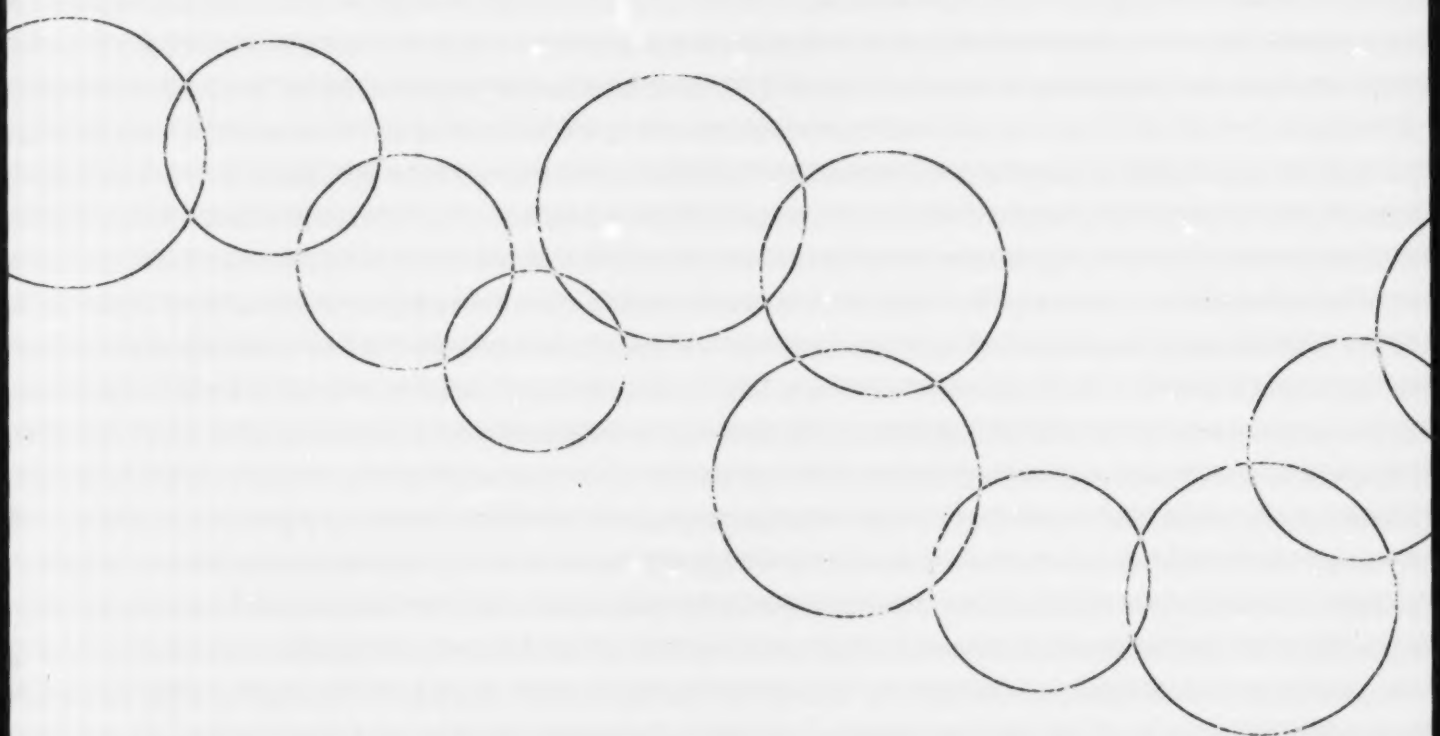


THE JAMES IRVINE FOUNDATION

# Foreword

The James Irvine Foundation seeks to improve the lives of California's young people, and the nascent field of youth philanthropy has emerged as one of the most promising ways to do so. Already realized in hundreds of programs across the nation, the practice of providing young people a voice and role in grantmaking has rapidly evolved from sporadic experiment to growing movement. *Changing the Face of Giving: An Assessment of Youth Philanthropy*, a study commissioned by the Irvine Foundation and written by the Youth Leadership Institute, examines youth philanthropy as it is now being practiced and recommends future directions for this new field.

As a way to involve young people in the formal practice of grantmaking, youth philanthropy represents a rich opportunity to develop both youth and philanthropy. Youth philanthropy can enable young people to connect to educational issues in their communities, build their leadership skills, develop creative and analytic thinking, and nourish their community involvement. Moreover, youth philanthropy can prepare young people to give responsibly as future citizens, creating a new generation of philanthropists. The Irvine Foundation seeks to build a ladder of opportunity for youth by incorporating youth-led grantmaking into our Communities Organizing Resources to Advance Learning (CORAL) Initiative, a five-city effort to improve student learning through out-of-school programs.

The Foundation commissioned this report as a way to help nonprofits, government agencies and other foundations focused on young people to gain an understanding of the spread and depth of the youth philanthropy movement. We wanted to understand both the fundamental mechanics of the process and the more complex issues that have emerged as these programs are established. The first comprehensive study on youth-led grantmaking, *Changing the Face of Giving* surveys the multifaceted practice nationwide and provides recommendations to funders interested in supporting youth philanthropy. We are excited about the promise and possibility of youth philanthropy and welcome your thoughts on this report and the growing movement it examines.

Dennis A. Collins
President & CEO, The James Irvine Foundation
October 2001

# Executive Summary

## Overview

**Over the past 15 years, a new movement has begun to spread through foundations across the country: youth philanthropy. As foundations increasingly make youth issues a priority, they are asking young people to help make decisions about what programs should receive funds. These efforts not only bring a new perspective to institutional philanthropy but help foundations prepare a new generation of potential grantmakers for work in grantmaking and establish the leadership qualities and civic engagement of young people at an early age.**

There are now more than 250 youth philanthropy initiatives at foundations, community organizations and schools nationwide. Youth-led groups gave between $5 million and $10 million in grants in 2000, with some groups routinely awarding grants of $5,000 or more. And young people aren't simply acting as advisors to adults; most youth philanthropy initiatives give young people the final authority in awarding grants.

Recognizing the importance of this emerging field, The James Irvine Foundation commissioned the Youth Leadership Institute (YLI) to complete a formal assessment of youth philanthropy[1] in the United States. Although there are some reports now capturing the success of initial efforts and program models designed to involve young people in grantmaking, *Changing the Face of Giving: An Assessment of Youth Philanthropy* is intended to fill a gap in the literature by providing a guide written specifically for foundations, program designers, youth development practitioners, policymakers, and other public or private parties interested in supporting youth philanthropy or involving youth as philanthropic partners.

This report:

- Explains the different purposes of youth philanthropy
- Highlights important host institutions and initiatives
- Documents the common components of youth philanthropy programs
- Describes the benefits and beneficiaries of youth philanthropy
- Recommends future directions for the field.

It also explores the challenges of involving youth directly in grantmaking decisions. It describes how youth members are recruited, how grantseekers are contacted, how needs are assessed, and how grant decisions are made.

In researching this report, YLI staff interviewed adults and youth involved in youth philanthropy initiatives and sat in on some grantmaking meetings. We reviewed the Council of Michigan Foundations' (CMF) comprehensive Youth Grantmakers Database for 2000. Early in 2001, we also surveyed 217 youth philanthropists in 28 programs and 30 adults representing 25 programs.

The research showed that youth philanthropy holds great benefits for all the parties involved: the young people who make funding decisions, the foundations which engage youth as partners in their work, the programs that receive grants and the communities those programs serve.

Youth philanthropists say their experience in grantmaking helped them to understand community and youth issues, to make

better decisions, to feel more comfortable sharing their views and to learn how to lead. It also seemed to spark their interest in higher education — 59 percent of youth philanthropists surveyed said that participation in youth philanthropy programs increased their interest in attending college. It also had an impact on their choice of studies and career path.

In fact, many foundations are looking to youth philanthropy as a means to youth development. Youth-led grantmaking almost universally involves young people practicing leadership, solving problems, studying proposals, managing budgets, working together and presenting views to an audience of peers and adults.

"Youth philanthropy is one of the most genuine expressions of youth development a community can engage in," says Maureen Sedonaen, executive director of the Youth Leadership Institute in San Francisco. "It provides supports, skills, a connection to the community, and opportunities for young people to build relationships with peers and adults."

While there may be little in the way of empirical evidence that these activities lead to improved success in school, there is plenty of anecdotal evidence that they do. Experts in youth development have identified those skills as indicators of academic success and greater ambition for higher education. Many involved in the youth philanthropy field, including the youth themselves, make this link not only with academic achievement, but with success in their future careers.

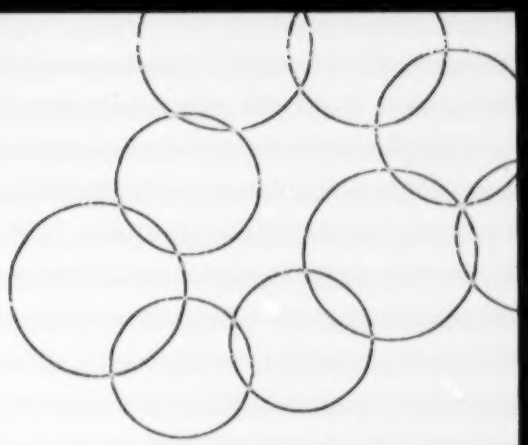
"There is definitely a link between the abilities our youth grantmakers develop and doing well in school," says Amanda Montgomery, supervising health education specialist for the Butte County Department of Behavioral Health. The department oversees and houses Butte County Youth Nexus, a youth grantmaking program in Chico, California. "They develop language skills, mathematical and budgeting skills. They also improve their critical thinking, ability to analyze and public speaking. These are all proficiencies they can use not only in school, but in their work some day."

Leaders of the foundations and community groups that sponsor youth philanthropy also describe the benefits to their organizations. Hearing young peoples' perspectives is important, they say, especially when considering grants to programs designed to benefit youth. The initiatives also prepare a new generation to continue the foundations' legacies of community service and philanthropy.

Young people often lead the programs that receive the grants. Studies of the Youth Leadership Institutes' own programs have found that youth seeking grants learn important lessons about planning, group decision-making and budgeting skills. These young grantees also feel a closer connection to their communities and gain confidence that they can change things for the better.

Finally, the benefits of youth philanthropy are felt directly in communities, local organizations, and schools through the programs that young people choose to fund. Youth philanthropy grants have been used to provide dental care for low-income children in central Indiana, a safe haven for teens in Ann Arbor, Michigan, and support for workshops on sexual harassment in San Francisco schools, to name just a few examples.

In addition to these benefits, our research found that the youth philanthropy movement has other strengths and faces significant challenges. ○



## Findings

**Programs have many purposes:** Youth philanthropy programs typically aim to teach youth the importance of giving and serving; spur youth involvement in philanthropy; provide ways for young people to take action on issues that are important to them; and/or promote youth development in general.

**Geographic distribution is uneven:** Youth philanthropy initiatives appear to be concentrated in a few states. Examples of areas with high activity include Connecticut, Indiana, Michigan, Ohio, Pennsylvania, and states in New England, along with New York City and the San Francisco Bay Area. Youth philanthropy has a much smaller presence in many other areas, such as Los Angeles.

**Diversity among participants is limited:** The report's survey finds that most youth philanthropists are still drawn from traditional leadership circles, but that participation is gradually becoming more diverse. At 59 percent, white youth made up the largest category of the youth philanthropists who responded to our survey; African-American youth made up 17 percent of survey respondents; 10 percent were Asian-American youth; and Latino youth accounted for four percent of survey respondents. Sixty-six percent of respondents were female. Of youth respondents who were aware of their family's economic status, 55 percent reported that their parents earn more than $60,000 a year; 18 percent reported parental income of more than $100,000; and 20 percent reported that their parents made less than $30,000. More than 60 percent were in the upper grades of high school.

**Grants are relatively small:** Of the 70 youth philanthropy groups for which data was available, the average grant size in 2000 was $2,252, which is relatively small compared to those awarded by adult philanthropic groups.

**Funds come from a range of sources:** Youth philanthropy initiatives are supported by a range of funding sources, including young people themselves raising and donating their own funds. National foundations took an early lead in providing operating support and, in some cases, matching funds for the creation of endowments. Many community foundations are not only funding but also operating youth philanthropy initiatives. School-based initiatives, in most cases, receive their funds from local or national foundations. Some local governments also sponsor youth philanthropy boards that allow young people to make small grants for community needs, or they may fund community-based programs that oversee youth philanthropy programs.

# Recommendations

**Foundations traditionally have strong connections to adult community members and organizations, but are often at a disadvantage when it comes to connecting with youth. Starting a youth philanthropy initiative may require some changes in a foundation's perspective. The report makes the following recommendations to foundations interested in supporting youth philanthropy (more detailed recommendations are presented on page 34):**

**Use youth philanthropy as a powerful tool for community youth development.** Youth philanthropy builds the kinds of skills that improve young people's self-esteem, academic achievement and future success. Youth philanthropy initiatives should actively plan for these goals.

**Expand youth philanthropy.** The report suggests a number of strategies for increasing support for youth-led boards as well as bringing more youth onto adult-led philanthropic boards, and enhancing their participation once they're involved.

**Increase the diversity of young grantmakers.** Programs must reach out to new populations—in particular, youth from working class or poor families, middle school-aged students, young people who are not in school and youth who are sexual minorities. The report offers different approaches for doing so.

**Encourage youth to plan for and fund projects that move beyond service.** Few youth philanthropy programs consciously encourage young grantseekers to organize and take action to address the root causes of community problems, the report finds. Most initiatives focus only on producing immediate community services, not long-term change.

**Increase the size of grants.** Real money brings real power. Without the control of significant dollars, youth philanthropy runs the risk of being seen as merely practice, as mock philanthropy. While small amounts of money can prompt change, long-term solutions to community problems frequently require larger investments.

**Create endowments to sustain youth grantmaking over time.** Foundations and community-based organizations interested in establishing or expanding youth philanthropy initiatives should consider seeding permanent endowments.

**Increase fundraising by youth.** Encouraging young people involved in philanthropy to raise money not only increases the coffers available for grantmaking but helps the young people develop fundraising skills as well.

**Promote progress through conflict.** As youth grants grow larger and youth philanthropists make more controversial grants, the potential for conflict between adult and youth philanthropists increases. Such conflicts are evidence that important issues are being addressed and should be embraced, not squelched, by adult funders.

**Give youth-led community projects special attention.** Young people with ideas for community change need more support and assistance with planning projects and writing grants.

**Encourage youth-adult partnerships.** Youth, adults and philanthropic organizations all benefit when adults play the important role of advisor to youth philanthropists, while also acting as equal partners in the grantmaking process. O

# Introduction

**Youth philanthropy is a young movement, one that began formally only 15 years ago. Today it has the attention of a range of stakeholders, from the White House to grassroots youth groups in urban, suburban, and rural areas. It is not a monolithic movement but one that encompasses different ideas about what roles we want young people to play in society, both in their youth and as adults. Youth philanthropy has captured the interest of national and local foundations, federal, state and local governments, business leaders and nonprofit organizations and academic researchers. For many potential participants, however, it is still a foreign concept.**

Some early reports have explored the concepts and successes of initial youth philanthropy efforts. But no thorough investigation of youth philanthropy has yet been done. In this report, we seek to provide a comprehensive overview of the state of youth philanthropy in America.

We hope this report will guide stakeholders as they make decisions about their involvement in youth philanthropy. Our target audiences include program investors and program planners who are interested in the concept but need assistance in channeling their ideas in meaningful ways. The report is also intended to pique the interest of funders and planners who are not familiar with youth philanthropy. Finally, it targets organizations that are currently involved in supporting or managing youth philanthropy initiatives and are looking for ways to strengthen their work. In this report we set out to do the following:

- **Explain the different purposes of youth philanthropy**
- **Highlight important host institutions and initiatives**
- **Document the common components of youth philanthropy programs**
- **Describe the benefits and beneficiaries of youth philanthropy**
- **Recommend future directions for the field.**

While the grants being awarded by programs and initiatives that involve young people in philanthropy are still relatively small compared to grants allocated by adult philanthropic groups, a tremendous amount of human capital is being invested and is leveraging countless more investments. Greater attention is now being paid to youth in philanthropy and new opportunities are fast increasing. We hope this report will help any interested organization take advantage of those new opportunities. ○

# Research Methods

**For this report, we examined the field of youth philanthropy through a variety of research methods. Staff from the Youth Leadership Institute (YLI) conducted phone and in-person interviews with philanthropy program staff members and movement leaders. We also interviewed individuals designing youth philanthropy programs or involved in curriculum development in the field. YLI staff also met with youth from five different youth philanthropy groups in the San Francisco Bay Area and Michigan to learn about their experiences. In some cases, the staff observed grantmaking meetings to understand the processes involved. Our research helped us understand what programs are actually doing on the ground.**

Using the Council of Michigan Foundations' (CMF) Youth Grantmakers Database for 2000—a comprehensive list of youth philanthropy programs in the United States—we sought to understand basic trends, like how much money is being granted and what types of projects are being funded. Early in 2001, we developed surveys, which we sent to 93 different philanthropy programs—all but five of which we found in the Michigan Database.

We sent the surveys to youth and adults in programs that represented a cross-section of philanthropic models from different institutional settings and different locations across the country. We made sure to include those in the more recognized initiatives, as well as lesser-known, smaller programs. We sent one survey to youth grantmaking participants and another to adult program personnel. These surveys were designed to discover:

* **Details about the operation and purpose of individual youth philanthropy programs**
* **What youth and adults believe about the roles of young people in philanthropy and the community generally**
* **The types of training young philanthropists receive**
* **What youth have learned from the programs**
* **The impact of these programs on the community and its institutions**
* **The demographic characteristics of the young people in these programs.**

Thirty percent of those to whom we sent a survey completed and returned the survey. We received completed surveys from 217 youth philanthropists in 28 different programs. We also received responses from 30 adults representing 25 programs. The surveys we received came from the following states: California, Colorado, Connecticut, Delaware, Indiana, Maryland, Michigan, New York, Ohio, Oregon, Pennsylvania, South Carolina, Texas, and Virginia.[2]

YLI staff also gathered information contained in program materials from dozens of youth philanthropy programs not included in the survey.

Finally, we reviewed a variety of youth philanthropy curricula and program evaluations. These evaluations included a six-year assessment of the Michigan Community Foundations' Youth Project (1991-1997), a program of the Council of Michigan Foundations, the 1990 three-site review of the Indiana Youth as Resources Initiative, and an assessment of the Vancouver Foundation Youth in Philanthropy program. ○

# Exploring the Emerging Field of Youth Philanthropy

## What Is Youth Philanthropy?

Philanthropy, in Webster's Ninth Collegiate Dictionary, is defined as "goodwill to fellowmen; an active effort to promote human welfare; a philanthropic act or gift; or an organization distributing or supported by philanthropic funds."

But what is *youth* philanthropy? At this point, there are several answers. For some, youth philanthropy is young people giving time, talents and money to their communities. For Janet Wakefield, co-director of Community Partnerships with Youth in Fort Wayne, Indiana, youth philanthropy is about helping young people answer the question "What do I care about?"[3] For others, youth philanthropy applies to efforts to involve young people in traditional, organized philanthropy.

Some programs use the mechanisms of institutionalized philanthropy to engage youth in their communities and the idea of public service. For example, the W.K. Kellogg Foundation calls youth philanthropy "an approach to empower and establish young people as community leaders."[4] Some youth programs never use the term philanthropy, though their core program elements include philanthropic methods, like grantmaking.

For the purposes of this report, we have defined youth philanthropy programs or initiatives as those in which youth develop knowledge of and participate in the formal practice of philanthropy, specifically grantmaking. Projects that promote youth involvement in community service and volunteerism, but do not include grantmaking or formal philanthropic concepts, are not discussed in this report.

## General History

The first formal youth philanthropy initiatives began in the mid-to-late 1980s. In 1985, the Community Foundation for the National Capital Region in the District of Columbia (formerly the Community Foundation of Greater Washington), started a youth philanthropy program in which young people raised funds and made grants.[5] In 1987, the Marin Community Foundation in California began an effort that combined youth philanthropy with youth governance. The foundation gave resources to the Marin County Youth Commission, which in turn made grants to local youth projects.

At the same time, two national organizations, the National Crime Prevention Council (NCPC) and the W. K. Kellogg Foundation initiated larger efforts. The NCPC began by working with the Boston Foundation, to establish Teens as Community Resources. In 1987, the NCPC established Youth as Resources in three Indiana communities. These boards of adults and youth provided funds to encourage youth-led, youth-driven service projects. In 1988, the Kellogg Foundation joined with the Charles Stewart Mott Foundation and the Council of Michigan Foundations to provide initial endowment funding for the development of local community foundations across Michigan. To receive matching funds, newly formed foundations were required to create and set aside funds for Youth Advisory Committees (YACs), boards of an average of 20 young people who would make grant recommendations for youth programs. Three years later, the

> **Youth philanthropy is one of the most genuine expressions of youth development a community can engage in. It provides supports, skills, a connection to the community, and opportunities for young people to build relationships with peers and adults.**
>
> *- Maureen Sedonaen, executive director, Youth Leadership Institute*

**Adding youth voices can change the culture of foundations [and] enhance their reputation for listening to the community.**

*- Barbara Oates, program director, Vancouver Foundation*

Surdna Foundation established the Student Service and Philanthropy Project in which students in selected New York City high schools studied philanthropy in their classrooms and made grants to projects developed by other students in the school.[6]

The Michigan and Indiana initiatives have continued to grow and evolve and are now the largest youth philanthropy efforts in the nation. The Surdna Foundation's program in New York City schools is no longer in existence, although its emphasis on classroom philanthropy studies and school-based grantmaking has been adapted for use in Colorado, Michigan and Oregon.

These initial large-scale investments of the mid-to-late 1980s have served as the models for dozens of smaller initiatives that have emerged since.

## Institutions that Involve Youth in Philanthropy

Schools, community organizations and foundations (especially community foundations) are the three major institutions that support youth philanthropy. Local governments and other foundations are now sponsoring programs as well. Traditionally, partnerships between two or more of these types of institutions have supported youth philanthropy initiatives, though many foundations and community organizations continue to operate independently.

Youth philanthropy initiatives are supported by a range of funding sources — including young people who are raising and donating their own funds. Below we consider the specific institutional settings in which formal programs exist.

**Foundations** Many of the youth philanthropy projects listed in the Michigan Database are operated by foundations, the majority of which are community foundations.

Advocates of youth philanthropy often argue that community foundations are the ideal location for youth-led grantmaking, since community foundations have a high level of independence in the community, as well as a neutrality and legitimacy that community-based organizations may not. Barbara Oates, program director for the Vancouver Foundation, a community foundation in British Columbia, believes that "having a champion from adults with power is really important because it opens doors. That's why doing [youth philanthropy] with community foundations is a good idea." She argues that adding youth voices can also change the culture of foundations, enhance their reputation for listening to the community and help them recognize when outdated systems need to change.[7]

The mission of community foundations is directly related to philanthropy, which means they have already developed many of the resources they need to administer youth philanthropy programs. Foundations have significant capacities for administration, fundraising and endowment management, along with knowledge of legal structures, basic contract development and monitoring. Many other institutions that take on youth philanthropy must develop these capabilities from scratch.

However, community foundations are not always interested in funding risky initiatives or those that challenge the status quo. Just as important, foundation staff may not have the necessary training to support and work in partnership with young people, especially youth who have not had leadership experience. Youth philanthropy programs, because they have many elements that are typical of more traditional work with youth, require a commitment that can be challenging to organizations whose primary focus is grantmaking. Recognizing this challenge, the Michigan Community Foundations' Youth Project developed statewide training for staff and young people.

Community foundations are not the only foundations involved in youth philanthropy. Private foundations have also formally incorporated youth philanthropy initiatives. In addition, some family foundations are

involved in managing youth philanthropy programs. The Ewing Marion Kauffman Foundation of Kansas City, Missouri is a unique example of a private foundation that makes grants nationally while also housing a youth philanthropy initiative with a local focus.

National foundation involvement in youth philanthropy is focused on supporting implementation and curricula. The Lilly Endowment and the Surdna, Charles Stewart Mott and W.K. Kellogg foundations have all used their resources in this way. National foundations also took an early lead in providing matching funds for the creation of endowments.

**Nonprofit Organizations** Both very small philanthropy programs and large, citywide initiatives are often managed by community-based nonprofit organizations. Youth Leadership Institute in San Francisco manages two youth philanthropy programs in which boards of young people and their adult allies award grants to projects and ideas initiated by youth. Across the San Francisco Bay in Oakland, the Community Health Academy has a youth philanthropy initiative focused on neighborhoods in East Oakland. National nonprofit organizations are also involved. A number of national groups, including Youth Venture, National 4-H Council, and Do Something, award small grants to young people across the country for community projects.

Frequently based in the neighborhoods in which they recruit young people, community organizations are at an advantage in attracting a diverse set of youth to participate. Staff who can relate to and work with youth and their families are in an ideal position to act as allies and partners to young people. Because community-based organizations do not maintain the same neutrality that community foundations often do, they can often take more risks in funding initiatives.

Financially and administratively, however, community organizations are at a disadvantage compared to foundations, especially if community organizations wish to grant large amounts of money. Community organizations often have to create new information management and financial systems to disburse money, manage contracts and ensure accountability. These systems require significant initial investments in hiring trained staff and purchasing computer software and hardware.

**Schools** School-based youth philanthropy initiatives are becoming increasingly common. Most initiatives seek to integrate philanthropic concepts such as grantmaking, fundraising and the development of service projects into the classroom. Foundations have generally taken the lead in introducing youth philanthropy to school administrations and working with teachers to implement philanthropy curricula in classrooms. School-based initiatives, in most cases, also receive their funds from local or national foundations. Colorado's El Pomar Foundation and Oregon's PGE-Enron Foundation are two examples of foundations that aid youth philanthropy initiatives in local schools.

In Michigan, the Council of Michigan Foundations has established the Learning to Give program (formerly the K-12 Education in Philanthropy Project). With a curriculum that originated from the Surdna Foundation's Student Service and Philanthropy Project, the Michigan effort is designed to integrate concepts and practices of philanthropy into general coursework.

Much of the development of school-based philanthropy has occurred in the context of a national youth service movement over the past couple of decades, which promotes youth giving through volunteering and learning about service. The movement grew out of smaller, grassroots efforts as well as federally subsidized service initiatives such as AmeriCorps.

School-based settings offer the obvious strengths of a captive audience of young people and a group of adults with experience in teaching youth. Classrooms can be appropriate settings for training, discussion and practice in philanthropy.

However, administrative and bureaucratic challenges can limit the flexibility and creativity of school-based programs. Also, there is an obvious power structure between teach-

ers and students that can hinder the effective development of true partnerships between youth and adults. Most youth granting programs in schools give out relatively small sums; conversations with practitioners and funders revealed that there are fairly low ceilings on how much money schools can grant. During its three-year run, Surdna Foundation's Student Service and Philanthropy Project actually reduced the amount of money it provided each school for re-granting from $7,500 to $2,500, because of the complexities of in-school re-granting.[8]

**Government Agencies** Few government agencies manage their own youth philanthropy programs, but there are some examples. Cheshire Youth Services in Connecticut, the City of Longmont Youth Services in Colorado, and the Butte County Department of Behavioral Health in California all oversee programs in which young people are making small grants for community needs.

Local government funding is also rare, though there are some exceptions. In San Francisco, local voters recently passed a ballot proposal to establish an estimated $30 million fund for child and youth programs, with $750,000 to $1,000,000 annually earmarked for youth-led projects. In Oakland, a similarly structured fund sets aside 20 percent of its $7 million fund for youth-led projects. In addition, all of the initiatives benefiting from this fund incorporate youth decisionmaking boards and youth-led and youth-driven projects. They also incorporate program evaluation to monitor and assess the program's impact.

**Partnerships** Because different institutions have different strengths, foundations, local nonprofits, and schools often work together to implement youth philanthropy. One example is the formal partnership involving the Youth United Way of Kalamazoo, Michigan; the Kalamazoo Community Foundation; and public and private schools in the community. The Kalamazoo Community Foundation manages the grantmaking funds, while the program is housed in Greater Kalamazoo United Way offices and managed by United Way staff. In San Francisco, the Youth Leadership Institute's Youth Initiated Projects is a partnership among YLI, the Volunteer Center of San Francisco and the San Francisco Youth Commission. The partnership is funded by both public and private resources. ○

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YOUTH PHILANTHROPY IN ACTION:

# Butte County Youth Nexus Program

Almost three years ago, the board of the North Valley Community Foundation in Chico, California began planning for a youth-led grantmaking board.

Their aim was two-fold: first, to promote philanthropy throughout Butte County; and second, to help develop young people into healthy, well-rounded adults and educate them about the value of giving.

"My feeling was that kids aren't necessarily going to understand how to be good citizens unless someone teaches it to them," says Howard Slater, president of the foundation. "They have to learn from their elders and experiences in life about the value of philanthropy and volunteerism before they can value those things themselves. Foundations can play a great role in that education process."

The foundation formed a partnership with the Butte County Department of Behavioral Health's Community Services Division Prevention Unit. The unit's main mission is to prevent risky youth behavior through youth development and the promotion of youth as a resource to the community, including training youth in public speaking, facilitative leadership, decisionmaking, and consensus building.

Together, the two started the highly successful Butte County Youth Nexus program, a youth-led grantmaking board of 13 to 15 high school students from around the county who meet twice monthly and award $5,000 worth of grants every year to youth-led community projects. The group is multi-racial, multi-ethnic, and includes young people from a variety of socio-economic circumstances.

The foundation not only funded the grants, says foundation spokesman Dan Nguyen-Tan, but just as important, provided intensive training in philanthropy for both county staff and the youth. Nguyen-Tan says the foundation instructed staff and youth in how to do grantmaking, how foundations operate, and what approaches other youth philanthropy groups around the country are taking.

"We wanted these young people to do everything that any adult grantmaker would do, including create a mission and guidelines, develop an evaluation process, read and score applications and interview applicants," Nguyen-Tan said. "We wanted them to develop skills that would ultimately translate to their becoming part of the next generation of civic entrepreneurs."

Youth Nexus, limited by a relatively small amount of funding (mainly because of the limited resources of the foundation), is nevertheless having a tremendous impact on Butte County, on grantseekers and on the youth grantmakers themselves, says Amanda Montgomery, the county's supervising health education specialist, who oversees the program. The youth-led board meetings are always attended by at least one adult coordinator. The coordinator provides support and guidance, but decisions on grants are made entirely by the youth.

"They do a lot with what adults would consider to be very little money," Montgomery said. "But to them it's a lot more money than they would normally control. One of the skills they learn is how to be responsible with managing

continued on next page

## Butte County Youth Nexus Program (continued)

their budget and how to pick and choose programs that are cost-effective and will have the greatest impact."

Among the projects the youth board has funded are:

- A youth project to feed homeless young people. With funding from Youth Nexus, a local youth group built a food cart they use to deliver fresh, healthy meals to teens living on the streets.
- A teen pregnancy prevention brochure. A group of teen parents use the brochure during their regular high school panel presentations about how to prevent teen pregnancy and problems associated with teen pregnancy.
- A city mural that promotes acceptance of diversity. Using art supplies paid for by Youth Nexus, young people in a high school drug and alcohol treatment program created the mural to give something lasting to the community.

All of the youth involved in the process gain a variety of skills, Montgomery said.

"Both the youth grantseekers and the grantmakers gain a stronger belief in their own ability to have an impact," she says. "Also, during the grant process, the grantmakers read the proposals written by the grantseekers and look to see whether they are responding appropriately based on what question is being asked. Those are huge language and analysis skills."

Cole Church, 18, spent two years on the Youth Nexus board and is now preparing to train new board members. The experience improved his academic achievement and the way he views himself.

"I found my grades going up, especially in English," Church says. "I think the whole experience motivated me to do better in school, maybe because I was being looked at as someone who was intelligent. Someone actually wanted to know my thoughts about what was wrong in my community and asked my advice, and no one had ever done that before. It made me feel really good, like I'd never felt before—like my opinion mattered."

Montgomery says Church's public speaking skills also improved dramatically: "When he was asked to run his first meeting, he was doing his best, but he was sometimes nervous and a little awkward. Now he can run a meeting better than I can, better than most adults I know."

Church, who hopes to apply to the University of California, Berkeley, next year, and is considering a career in philanthropy or academia, said youth-led grantmaking boards are a training ground for future philanthropists and leaders.

"It helps us grow up to become stronger and better and more compassionate adults," he says. "And it erases stereotypes about young people—that we are not smart or don't have enough life experience to contribute to anything. In reality, we're experts on being young." ○

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# Demographics of Youth Participating in Philanthropy

**Our initial assessment of the demographic characteristics of young people engaged in philanthropy shows that the majority come from traditional leadership groups. However, our surveys, interviews and other research show that the diversity of young people participating in philanthropic programs is increasing as well. While many youth philanthropy programs include a significant percentage of high-achieving, middle class youth, many other programs are making efforts to include young people who are not usually found in traditional youth leadership roles.**

The majority of youth engaged in philanthropy who responded to our surveys are white, high achieving, middle class, female and older.[9] White youth made up the largest category of respondents at 59 percent. African-American youth were the second largest group at 17 percent, with Asian-American students third at 10 percent. Only four percent were Latinos.

Of the young people who responded to our survey, 66 percent were female. We also found that more than 60 percent of participants are in the upper grades of high school. Given the intensity and complexity of many formal philanthropy programs, we were not surprised to find that most participants were in 11th and 12th grade. It does suggest, however, that youth in middle school and lower high school grades are not being engaged.

Of those youth who were aware of their family's economic status, 55 percent reported that their parents earn more than $60,000 per year, while 18 percent reported that their parents earn more than $100,000 per year. However, almost 20 percent reported that their parents' income is less than $30,000 and 14 percent were eligible for a free lunch at school.

Our young respondents were also ambitious and active. More than 99.5 percent were in school. They were on average involved in three extracurricular activities. Furthermore, 42 percent reported that they were a president or other office holder on their school student council; 49 percent held leadership positions in school clubs; 37 percent were leaders in sports leagues; and 34 percent held leadership positions in extracurricular activities. Many respondents held two leadership positions, not including their roles in philanthropy programs. Ninety-two percent believed that they would attend college after completing high school.

Clearly youth philanthropy attracts many motivated and talented young people. At the same time, there is also good reason to believe that participation in youth philanthropy leads to greater academic achievement. Studies have found that young people involved in after-school activities are more likely to earn high grades, avoid trouble in high school and go on to college. Many adults involved in youth development initiatives find that activities common in youth philanthropy, such as leadership training, problem solving and group task orientation, are all leading indicators of improved academic performance.

Some programs, we found, are still struggling to recruit and retain a diverse membership. One program advisor expressed interest in involving youth who have been involved in the juvenile justice system: "The voice that kid would bring could be very important but we have yet to figure out how to recruit. Most kids in [our program] know they will go to college, and many are taking community college classes while still in high school."

**Youth grantmakers develop language skills, mathematical and budgeting skills. They also improve their critical thinking, ability to analyze and public speaking. These are all proficiencies they can use not only in school but in their work some day.**

*- Amanda Montgomery, supervising health education specialist, Butte County Department of Behavioral Health*

Many programs based in community organizations are having success in involving non-traditional youth leaders and minority youth. A few examples:

* By incorporating youth philanthropy programs in hundreds of elementary, middle and high schools across New York City, Common Cents New York, a youth philanthropy organization that sponsors student-led projects and other projects in the surrounding community, is reaching a diverse range of young people.

* Youth of color comprise the majority of the membership on all but one of the seven groups of youth grantmaking boards in community-based organizations in the San Francisco Bay Area. On San Francisco's Youth Initiated Projects' Review Board, for instance, 30 percent of the board members live in public housing, and 90 percent are youth of color. (Many Bay Area youth philanthropy programs use financial incentives to recruit and retain diverse groups of youth.)

* Through Youth as Resources' 73 separate youth grantmaking programs in the United States, more than 4,000 incarcerated youth have been involved in planning projects and getting funds from local YAR boards.[10]

* At one of Youth as Resources' largest local programs, in Central Indiana, 29 percent of all youth participants, including grantmakers, grantees and beneficiaries, are youth of color.[11]

* The Chicago Housing Authority established a Youth as Resources grantmaking program in the Robert Taylor homes, a large public housing complex in Chicago.

Partnerships can also help attract a diverse membership. The Center for Youth as Resources, Washington, D.C. helps existing community youth organizations, like Boys and Girls Clubs, establish granting boards at their facilities, thereby lessening their need to recruit. Foundations are often at a disadvantage in recruiting young people and so frequently work with youth organizations or seek to establish youth philanthropy programs in schools. El Pomar Foundation in Colorado Springs fosters youth philanthropy by supporting individual El Pomar Youth in Community Service sites in high schools across the state. ○

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# Prevalence and Geographic Distribution of Youth Philanthropy Programs

**The Council of Michigan Foundations' Youth Grantmakers Database, the most comprehensive source of information about youth philanthropy, lists more than 250 youth philanthropy initiatives. However, many youth philanthropy programs are not yet listed in this database, and many programs that are listed as just one entry in fact comprise several different groups of young people making grants. For example, the El Pomar Foundation of Colorado Springs is listed as one youth philanthropy program, but the foundation has established youth grantmaking boards in 112 high schools across Colorado. Given these factors, it is likely there are 500 or more separate youth grantmaking bodies in the United States alone.**

In addition, many individual young people are practicing community service outside of formal philanthropy programs.

In 1996, 59 percent of teenagers did some type of volunteer service work, with their service averaging 3.5 hours per week, according to a report from the Independent Sector, a nonprofit research organization.[12] Teens also are giving their money. Forty-two percent of teenagers made charitable contributions in 1996. Their donations averaged $82.[13]

Youth philanthropy initiatives are distributed unevenly throughout the United States, according to the Michigan Database. Programs are concentrated in New York City, the San Francisco Bay Area, and parts of British Columbia along with the New England states and the states of Connecticut, Indiana, Michigan, Ohio, and Pennsylvania. In these regions, civic leaders, government officials, private and public grantmakers, youth workers, and young people are recognizing and supporting local youth philanthropic efforts. But youth philanthropy has a much smaller presence in many other areas. One important example is Los Angeles—the second largest metropolitan area in the United States after New York—which has only a few, relatively small philanthropic programs for young people. ○

# Different Purposes of Youth Philanthropy Initiatives

**Because youth philanthropy initiatives have emerged from different institutions, we found important differences in what these programs are trying to accomplish. We studied program materials and survey responses from both youth and adults and held discussions with stakeholders to shape our understanding of the different goals. Our research revealed four core purposes for youth philanthropy: to spur youth participation in institutional philanthropy; to increase youth involvement in community change; to promote youth service and giving; and to help youth develop into healthy and productive adults.**

Many youth philanthropy programs have more than one purpose. The Michigan Community Foundations' Youth Project, for example, balances a commitment to teaching generosity to future adult leaders with the promotion of youth participation in community decision making.[14]

Our survey of adults shows that most participants see many good reasons for pursuing youth philanthropy:

* Most adults said their program served three main purposes: cultivating giving and serving; increasing youth participation in institutional philanthropy; and encouraging youth involvement in community change.
* Thirty-eight percent of the adult respondents agreed that increasing youth participation in institutional philanthropy was the most important purpose.
* One third of adult respondents thought that the general purpose of their program was to cultivate the ethic of service and/or to stimulate and support youth involvement in change.[15]

Young people answered slightly different questions about the aims of their programs. However, the results reveal that those who responded also believe their programs are serving many purposes. More than 75 percent of respondents definitely or mostly agreed with the following statements:

* An important part of my program is preparing young people to give back to the community now and in the future.
* An important part of my program is preparing me to serve on other grantmaking boards as a youth.
* An important part of my program is preparing me to serve on other grantmaking boards as an adult.

While the four core purposes of youth philanthropy are found in many programs, they are often carried out in different ways.

## Spurring Youth Participation in Institutional Philanthropy

Perhaps the most obvious purpose of youth philanthropy programs is to increase youth participation in institutional philanthropy — to place young people "at the table" with adult decisionmakers. These initiatives are based on the belief that youth perspectives, ideas, creativity, and insights can benefit philanthropic institutions.

Creating youth boards linked to adult-driven institutions exposes youth to the process of making important decisions, while also demonstrating to adults how youth can be part of critical community decisions. This approach challenges a foundation and its adult participants to examine how ready the institution is to work with young people.

This purpose is found most frequently within foundations. In San Francisco, the Horizons Foundation serves the lesbian, gay,

bisexual and transgender communities. Its goal was for 50 percent of the members of Horizon's Children, Youth and Families Allocation Committee to be people age 24 or under by spring 2001.

Another example is the Michigan Community Foundations' Youth Project. The project was designed to saturate Michigan community foundations with a powerful youth voice through youth grantmaking boards. One such board, the Youth Advisory Committee of the Grand Haven Area Community Foundation, is now the third-largest funder in the community, giving this group of young people impressive power and legitimacy, according to Robert S. Collier, president of the Council of Michigan Foundations and a leader in the national youth philanthropy movement for more than a decade.[16]

Beyond its benefits for foundations, proponents say involving youth in decisionmaking is also important for the community, especially when the decisions involve programs dealing with young people. [17] One Ann Arbor Area Community Foundation Youth Council member believes, "Those who are directly impacted by grants should be involved in decisions."[18]

In Indiana, a state in which community foundations also have a significant presence, an initiative linking youth grantmaking and community foundations has been established with the express purpose of integrating youth perspectives into the highest decisionmaking levels of these foundations, including boards of trustees.[19] In exchange for a commitment from Indiana foundations to participate, the Center for Youth as Resources' Midwest regional office in Indianapolis disburses matching funds for an endowment to be controlled by youth-adult partnered boards.

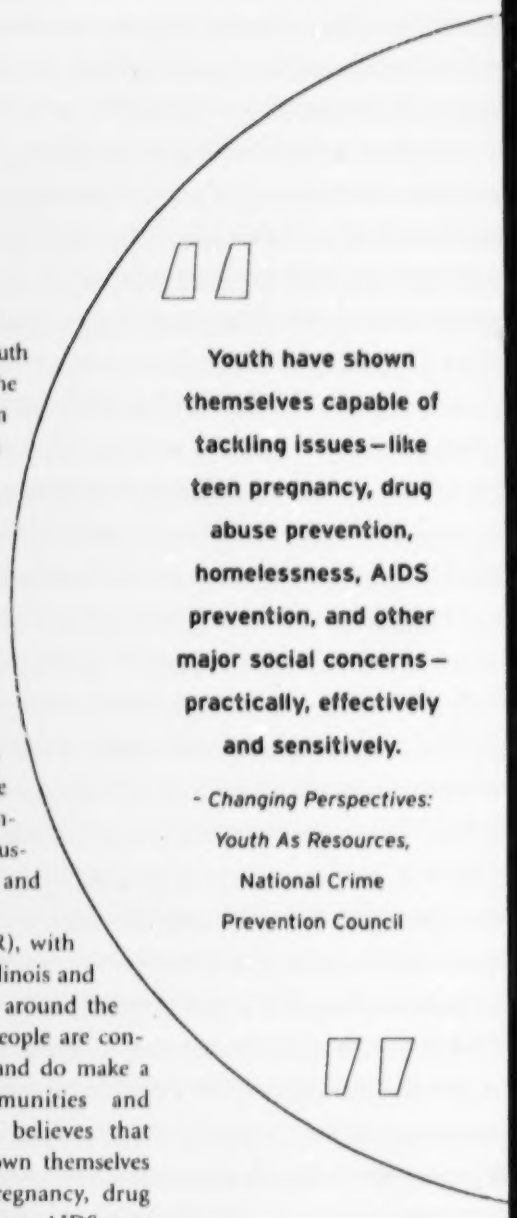
## Increasing Youth Involvement in Community Change

At the heart of a number of youth philanthropy initiatives is the concept that young people can and should be actively involved in improving and changing their communities.

This goal is found mostly in nonprofit organizations and is at the core of many youth philanthropy programs in the San Francisco Bay Area. With a combined total of more than $600,000 a year in grants exclusively to youth-led, community-change efforts, Bay Area youth philanthropy is overwhelmingly focused on giving youth tools and resources for action.

Youth as Resources (YAR), with 73 sites in Indiana, Florida, Illinois and other locations, is organized around the principle that when young people are considered resources "they can and do make a difference in their communities and schools."[20] YAR leadership believes that youth participants "have shown themselves capable of tackling teen pregnancy, drug abuse prevention, homelessness, AIDS prevention and other major social concerns—practically, effectively, and sensitively."[21]

Some efforts see youth philanthropy very specifically as a tool young people can use to build the youth community. Peggy Loper, youth development director for the Community Health Academy's Youth Grants for Youth Action in Oakland, sees youth philanthropy as a way to encourage and honor young people's desires for self-determination and empowerment.[22]



**Youth have shown themselves capable of tackling issues—like teen pregnancy, drug abuse prevention, homelessness, AIDS prevention, and other major social concerns—practically, effectively and sensitively.**

*- Changing Perspectives: Youth As Resources,* National Crime Prevention Council

## Promoting Youth Service and Giving

A number of philanthropy initiatives are built on the notion that young people live in a culture that encourages self-interest and that efforts need to be made to help youth "grow up generous."[23] This concept emerges out of studies such as Robert Neelly Bellah's 1985 book, *Habits of the Heart: Individualism and Commitment in American Life*,[24] which notes the growing movement of individualism and the disappearance of traditions of volunteerism.

Curricula such as Youth as Philanthropists created by Community Partnership with Youth emphasize lessons and actions that "instill [in young people] the conviction to plan for a lifetime commitment to service."[25] Scott Massey, president and CEO of the Indiana Humanities Council, a philanthropic organization spearheading an initiative also called Habits of the Heart, notes that their aim is less about organizational or community change and more about "personal transformation [in] youth."[26] In programs based on this principle, the program's immediate impact on community, society or institutions is less important than its long-term influence on personal values, actions and commitments. Massey's group argues that the rationale for its project is to preserve the United States' unique philanthropic tradition and to pass that tradition on to future generations.[27]

## Aiding Youth Development

For young people to develop into healthy adults, they need safe environments and opportunities for growth. They need chances to practice important skills, build positive relationships with adults and peers, forge connections to community and school, and improve their capacity to lead. Youth philanthropy, according to Robert F. Sherman, program officer for Effective Citizenry at the Surdna Foundation, is a strong youth development tool because of its ability to "marry head and heart, human needs, political passions and analytical and cognitive skills."[28]

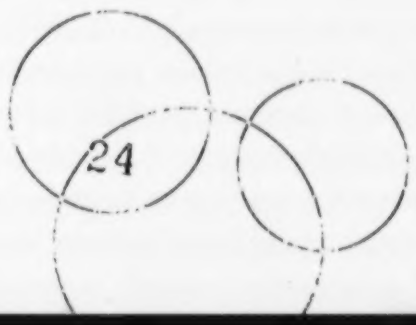
By providing support and opportunities to both the grantseeker and the grantmaker, youth philanthropy is a highly effective tool that provides the setting, skills, context and experience necessary for positive youth development.

Youth-led grantmaking can help provide the building blocks to a smooth transition to adulthood. An overwhelming percentage of young philanthropists we surveyed said the experience has taught them to feel more comfortable planning and leading meetings and made them more committed to helping their communities.

It imbues them with a sense of power in the world, says Terry Lind, director of programs and evaluation at the Community Foundation Silicon Valley in California. The foundation oversees and funds two youth grantmaking programs, the East Palo Alto Money Crew and The Source in San Jose.

"It can be exciting and empowering for the youth on our boards," Lind says. "They have the opportunity to give away a lot more money than the average community member donates in a given year. There's power attached to that, but along with it the kids come to realize the responsibility they've taken on in deciding who and what projects get funded. They understand that it's an opportunity to open doors and make things happen."

It also provides many of the experiences that have been found to spur academic achievement in youth both now and in the future. Philanthropic work requires young people to hone their skills in writing, speaking, researching and presenting ideas, solving problems, evaluating alternatives and making decisions. These are life-long skills that will serve them well both in school and in future careers. ○



# The Mechanics of Youth Philanthropy

**No matter what the aim of a youth philanthropy program, it must find a structure that can make that purpose a reality. While different groups use different organizational methods, there are some important elements that are common across initiatives.**

Most youth philanthropy programs are comprised of a core group of participants, generally a majority of youth, who receive intensive training and are immersed in philanthropic methods. This group of young people usually makes small grants to groups and organizations outside its circle of participants. In some cases, core participants are making grants to their own members. Groups seeking grants are most often led by youth, designed to serve youth or both.

Below we discuss different elements of youth philanthropy programs. To supplement this information, we have also prepared a table of six youth philanthropy programs organized by major elements found in these types of programs. You will find this table in Appendix A.

## Governing Board Size

***Grantmaking boards vary considerably in size and composition.***

Youth philanthropy groups tend to be large, averaging 24 youth members, according to those who responded to our survey. Youth philanthropy programs run by the Vancouver Foundation allow any young person interested in participating and capable of meeting very minimal requirements to become a member, according to Program Director Barbara Oates.[29] Larger groups are good for programs interested in increasing participation in philanthropy and promoting service and giving.

Some programs have made conscious choices to keep membership small. Most youth grantmaking boards in San Francisco Bay Area nonprofit organizations, for example, are composed of 10 or fewer youth members. The Youth Leadership Institute limits two youth grantmaking boards to 10 members in one group and seven members in the other. The relatively small membership fosters team development and promotes good decisionmaking.

## Roles of Adults

***Adults play important roles as advisors to youth philanthropists.***

Half of the youth philanthropy programs we surveyed had one or more adult voting members. On the Youth Leadership Institute's Marin Youth Grants Board, an adult board member from the institute and a staff person from the Marin Community Foundation are full voting members. Other programs have even larger adult representation. Youth as Resources of Central Indiana's six grant boards for its six counties have one-third to one-half youth representation, with adult community leaders making up the remainder of the membership.

Paula Allen, director of Youth as Resources of Central Indiana, says that from the start, the Youth as Resources model

always emphasized a strong youth-adult partnership.

"Young people aren't acting in a vacuum," Allen says. "The community consists of people of all ages, ethnicities, and backgrounds. We want youth to learn to work with others in the community — including adults — not separate from them."[30]

Giving adults voting power can be controversial, however. Some young people and adults we spoke to thought that only youth should be allowed to make decisions, and that adults, if given a vote, might dominate the process. Nonetheless, many programs make convincing arguments about the positive influence of adult voting members on boards. The situation provides opportunities for adults and youth to work together and see each other as allies rather than adversaries. And the experience of adults and youth having equal power in making a decision can be beneficial for both parties.

"Both sides bring something special to the table," Allen says. "Youth bring a level of commitment and energy that is very impressive to adults. Adults also come to appreciate that youth can identify important problems. On the other hand, adults bring with them their valuable experiences. They can mentor youth and teach them how organizations are run, how meetings are run, how you negotiate and collaborate. And the experience of having adults treat youth on a more adult level really contributes to these kids' maturation and development."

Whether adults vote or not, all of the young people we spoke with acknowledged the critical role that adults play in supporting youth. It is essential for young people to have adult allies if they want to influence adult-led institutions. But providing just the right amount of support can be a tricky balance. Youth grantmakers from Battle Creek and Ann Arbor praised their advisors for their ability to balance the need to provide structure and information with the importance of stepping back and letting young people take the lead.[31]

**The community consists of people of all ages, ethnicities, and backgrounds. We want youth to learn to work with others in the community — including adults — not separate from them.**

*- Paula Allen, director, Youth as Resources of Central Indiana*

## Meeting Frequency

***Programs generally meet at least once a month.***

Of our survey respondents, 39 percent meet weekly, 23 percent twice a month, and 38 percent once a month. In programs like Ewing Marion Kauffman Foundation's Youth Advisory Board, Oakland's Youth Grants for Youth Action and San Francisco's Youth Initiated Projects, youth grantmakers get together three or more times a month, often for several hours after school and on weekends. School-based philanthropy groups often meet one to two hours a week during the portion of the year dedicated to the philanthropic curriculum. Groups that meet frequently are often those for which youth development is an important goal.

Geography, however, often prevents groups from meeting frequently. Members of The Sisterhood Fund of the Women's Foundation in San Francisco are scattered throughout central and northern California, so they meet for four intensive weekends throughout the year. The young grantmakers at the Hawai'i Community Foundation's program live throughout the Hawaiian Islands. Because of the costs of bringing them together, they can meet only 12-15 times per year.

## Terms of Service

***Boards must balance the need for continuity and experience with a desire to involve as many young people as possible.***

Many programs encourage young people to participate for multi-year terms. Three-quarters of the youth grantmakers in the Michigan Community Foundations' Youth Project return each year.[32] The Hawai'i Community Foundation has college-age board members in their youth philanthropy program who have been participating since their early high school years.

Longer terms provide grantmakers with a deeper experience and lend stability to the organizations that sponsor youth philanthropy projects. At the East Palo Alto Money Crew in the San Francisco Bay Area, all the young participants we spoke with were entering their second year and noted that the group's dynamics and decisionmaking abilities have steadily improved over time. The advisor at the Hawai'i Community Foundation says senior members are better able to confidently take leadership roles. But there is a downside, she says. Long-time group members can develop a sense of entitlement that can be detrimental.[33]

Other groups make adding new blood a greater priority. The rules of the Youth Initiated Projects of San Francisco ensure that at least six members of the 10-member board will be first-time participants.

## Training

***Young people involved in grantmaking receive valuable skills training.***

All young people involved in youth philanthropy programs reported receiving some training for their work, according to our survey results. Most, especially those in the core position of grantmaker, received critical training in key areas of leadership, like facilitating meetings, making decisions, and planning and evaluating projects. Young people from Quilombo's Making Change in Oakland, California, for example, undergo an intensive summer training session in preparation for the year's grantmaking.[34]

Most programs place the greatest emphasis on skills most closely related to philanthropy, such as making decisions, evaluating grant proposals, reviewing budgets and understanding youth and community issues. Fewer groups, but still the majority, also provide training in other kinds of leadership skills, such as making presentations, running meetings, planning projects, and facilitating discussions.

Youth members of these boards are, in most cases, receiving practical opportunities to put these leadership skills to work. Youth respondents reported that most of the time, young people facilitate philanthropy meetings, while 40 percent reported that their facilitator was an adult. In the several youth philanthropy group meetings we observed, adults and youth were generally working together to run meetings.

There was less emphasis on studying philanthropy's history. Less than half of youth participants, according to both adult respondents and young people, are learning about past and current philanthropists.

Again, the skills youth philanthropists are learning — how to lead, study proposals and programs, work together and present their views — are all abilities and interests that have been found to improve academic interest and achievement and are likely to contribute to future success in the workplace.

**Sixty to 89 percent of young people who responded to our surveys reported that they received training in the following areas:**

- Running meetings
- Planning projects
- Evaluating grant proposals
- Facilitating discussions
- Making grant decisions
- Understanding community and youth issues
- Making presentations
- Working with diverse groups
- Evaluating programs.

## Community Service

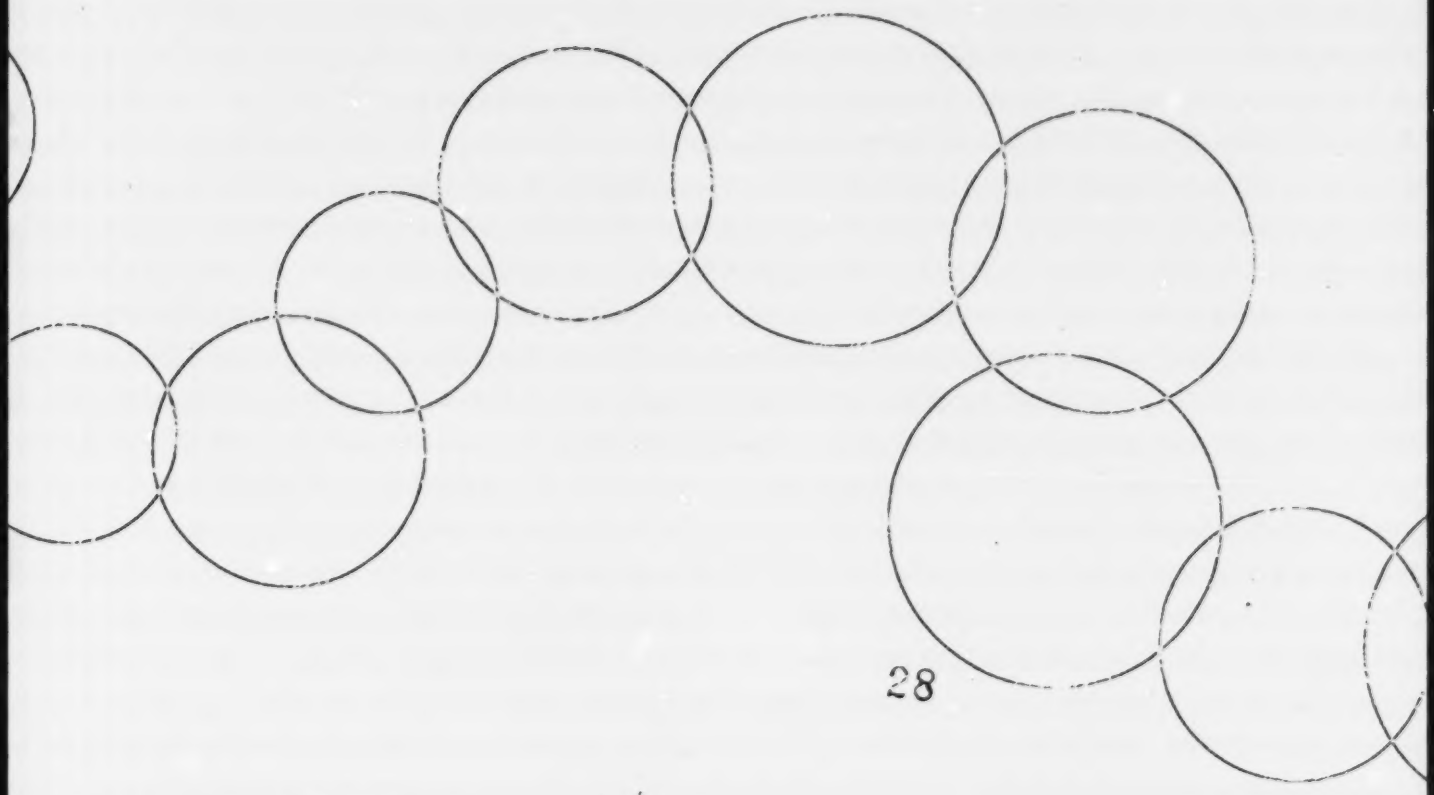
***Many youth philanthropy initiatives encourage direct community service.***

One adult staff person at a youth philanthropy group we spoke to wants to ensure that the board isn't too removed from the struggles it was funding — observing, but not participating. That's a common concern at many programs, which often include the expectation that young people be involved in some type of direct service.

Community work serves a number of purposes. It helps instill in young people the values and habits of giving and service. It also helps them understand community issues and the challenges of project planning, thus improving the quality of their grantmaking.

Most school-based philanthropy programs incorporate leadership and service. In Colorado, youth involved in El Pomar Youth in Community Service are required to participate in a service event in their high school or surrounding community. Youth grantmakers in the Surdna Foundation's Student Service and Philanthropy Project were assigned as project directors to the projects they funded and participated in their implementation.[35]

Youth service by grantmaking boards is prevalent in foundation-based models as well. Local grantmaking boards that participate in the Michigan Community Foundations' Youth Project are encouraged to create subcommittees to identify and organize service projects in which members can participate. ○



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# The Grantmaking Process

**Making grants, mostly to groups led by and serving young people, is the core concern of most formal youth philanthropy programs. Based on data from the Michigan Database and information from programs in Oakland, California, youth-led groups gave between $5 million and $10 million in grants in the year 2000. Because many initiatives are not in this database, and some of those listed did not report grant amounts, the true total of grants by youth groups nationwide may be considerably higher. While the figures are impressive, they represent less than one percent of what foundations grant each year to adult-led programs that serve youth.[36]**

## Granting Pool

*Most groups have relatively small granting pools.*

In 2000, the average grantmaking pool among groups that submitted information to the Michigan Database was $29,693. Half of those groups were giving $15,750 or less per year; more than one-third were granting $10,000 or less. However, there are several groups of young people—mostly working with foundations or community organizations—that have control over much larger amounts of money. At least seven Michigan Community Foundations' Youth Advisory Councils distributed $60,000 or more in 2000. In that same year, five grantmaking boards in the San Francisco Bay Area granted more than $70,000 each, and Youth as Resources of Central Indiana granted $165,000 to youth groups in six counties. (These figures exclude three initiatives that combined the grantmaking resources of several school-based granting sites.)[37]

## Average Grant Size

*Grant size varies widely across youth philanthropy programs.*

Some programs granted less than $100 per request, while others regularly made grants of $5,000 or more. Of the 70 youth philanthropy groups for which we had data, the average grant size in 2000 was $2,252. Almost half of the grants were for $1,000 or less. Programs affiliated with community-based organizations, foundations, or partnerships generally had more money to distribute and made larger grants than those based in schools.

## Fundraising

*Many youth philanthropy programs encourage young people to raise funds for all or a part of their grantmaking.*

Young people no longer have to depend on car washes and bake sales to raise money. They are using direct solicitations of adult donors and grant proposals of their own to raise money for philanthropy.

An example is Common Cents New York, where youth from hundreds of schools across the city gathered almost $500,000 in pennies, other coins, cash and checks during 2000. They used the money to make grants to local organizations and student-led projects. The Michigan Community Foundations' Youth Project and El Pomar Foundation's Youth in Community Service program in Colorado are two projects that expect young people to raise matching funds for grantmaking. If students raise $500, participating schools in El Pomar Youth in Community Service receive a $7,500 match from the foundation for grantmaking in their school and community. Youth grantmakers in Michigan

are encouraged to ask adult donors directly for contributions, through calls and community presentations.[38]

Trained to review proposals, youth grantmakers also sometimes write them. After learning about a funding opportunity from their adult advisor, the Na 'Opio O ke Ala Hoku Youth Grant-making Board of the Hawai'i Community Foundation secured a grant from a private foundation. They used the money to make grants to community projects in their state.[39]

## Typical Grant Recipients

*Many youth philanthropy grants go to programs that serve young people.*

Youth philanthropy grants went to youth-serving programs, both those led by adults and those led by youth, and to other adult-led community groups. Most of our respondents awarded grants to all three types of groups.

At least 89 percent of those we surveyed provide support to youth-led projects. The Michigan Community Foundations' Youth Project is an important exception. While some YACs do support youth-led projects, more are making grants to projects proposed by adult-led organizations that serve youth.

In programs based in schools, youth-led groups are often, but not always, the recipients. School-based youth grantmakers often are involved in the implementation of the projects they fund.

In nonprofit community organizations, grants overwhelmingly support youth-led projects.

To get a better picture of monies being distributed, we conducted a review of recently-funded grants from selected youth philanthropy programs. We examined more than 90 grants from the Michigan Database and found that the projects being funded represented a broad range of aims. Some projects provided needed services, while others were designed to spur social action or systems change. Among the projects we reviewed were those that focused on building communities, providing advocacy or organization. Still others were aimed more at individuals, helping them develop skills or further their education and providing positive alternatives for youth. Projects that fulfill pressing community needs, provide basic services or offer positive alternatives for youth tend to be the most popular, while organizing, advocacy and social action projects were less common. In the San Francisco Bay Area, we found that youth-led projects addressing issues of identity, sexuality, race and diversity, as well as those that promote youth voices are prevalent.

## Outreach and Assistance to Applicants

*Programs must sometimes use creative strategies to reach and assist youth-led programs.*

Many youth philanthropy groups are committed to making grants to programs led by youth. But ensuring that those young potential grant applicants know about their opportunities can be a challenge.

If a youth philanthropy board is affiliated with a foundation that already funds youth-serving organizations, the youth board can rely on the foundation's existing outreach efforts. But youth philanthropy groups without that advantage have to use a range of sophisticated tactics.

Youth Grants for Youth Action in Oakland, California hires young staff to reach out to youth in schools, community centers and informal meeting places. These young staffers help prospective applicants develop project ideas and write proposals.

Youth philanthropists also reach out to adult staff at schools, youth centers, and other

places that serve young people, making sure they know about the grant opportunities available for young people. Youth at the East Palo Alto Money Crew in California brainstorm youth groups they want to target, then distribute application materials to these groups.

Youth philanthropy programs whose priority is providing funds to youth-led projects are more likely to have an intensive infrastructure to assist applicants. A good example is Youth as Resources of Central Indiana. In Youth as Resources' six counties, multiple workshops taught by youth and adults are available to help grantseekers develop service projects and write applications.[40]

Another example is the Ann Arbor Area Community Foundation's Youth Council in Michigan, which has devised a creative way to ensure that youth who have ideas for different community projects get access to the support they need. At a local teen center called the Neutral Zone (a hub for a variety of youth activities including theater, poetry, music, and community service), youth from across the community can "drop in" and meet with staff people who can teach them about how to apply for a grant from the Youth Council.[41]

Applications and other promotional materials are critical outreach tools. In some cases, youth and adult applicants received the same materials. But many youth philanthropy organizations have created materials designed to appeal to young people. These are usually written in accessible language and clearly outline the application process.

With its youth-friendly directions and colorful graphics, Ewing Marion Kauffman Foundation's Youth Advisory Board's RFP is one important example of materials designed for youth. Some groups are taking even more creative approaches. Oakland's Making Change designed their application and grant-writing workbook in the form of a comic book.

Once a program receives a grant, its leaders may need help to carry out their project successfully. We found few youth philanthropy boards that offered such support. There are several possible explanations for the situation. Because youth-led community projects receive assistance from their own adult leadership or from staff in the sponsoring organization, funders with limited resources may not consider this a priority. And, because many youth-led projects are short-lived, funders may not believe it is necessary to build the capacity of the youth-led groups to sustain their projects or take on follow-up projects.

However, at the Youth Leadership Institute we have found that youth are looking for support that adult advisors may not be able to provide. In 1999, we asked young people what types of assistance they wanted for their funded projects. The most frequent requests were for help with fundraising, getting their projects started, promoting their projects and learning how to deal with the media. In response to their requests, we developed a grant-seeking workshop along with a media skills workshop. ○

**Youth on our boards have the opportunity to give away a lot more money than the average community member donates in a given year. There's power attached to that, but along with it the kids come to realize the responsibility they've taken on in deciding who and what projects get funded. They understand that it's an opportunity to open doors and make things happen.**

*- Terry Lind, director of programs and evaluation, Community Foundation Silicon Valley*

# The Decisionmaking Process

**Youth philanthropy groups use a number of different methods for evaluating the needs of their communities and the strengths and weaknesses of grant proposals. But when the time comes to choose the programs that will receive grants, most youth philanthropy groups give young people the final say.**

## Needs Assessments

*Youth philanthropists base funding decisions on an understanding of their communities.*

Assessing their communities' strengths and weaknesses helps youth philanthropists become more connected to and knowledgeable of their communities. Community mapping, needs assessments and other forms of community research provide many youth philanthropy groups focus. The Council of Michigan Foundations recommends that all youth philanthropy programs conduct assessments of community strengths and needs at least once every three years as the basis for grantmaking priorities.[42] Common Cents New York, a New York City youth philanthropy organization with programs in hundreds of city schools, has a detailed process to help individual school sites identify issues and organizations to support. This process includes selecting a community service area, identifying student interests and priorities, investigating community organizations or proposing their own solutions, and developing criteria to help select projects.[43]

## How Grant Decisions Are Made

*Young people give a creative edge to grantmaking.*

Young people have come up with many innovative ways to make granting decisions. Large grantmaking boards, like those found in Michigan, often create subcommittees to set up and manage the decisionmaking process and, in many cases, make recommendations that the youth board then approves. Young people at the Ewing Marion Kauffman Foundation's Youth Advisory Board each read three or four proposals, make recommendations, and present them to the entire group for a final decision.[44]

Other youth boards, like the Youth Initiated Projects Review Board, have created a structured decisionmaking process to handle the significant competition for funds. In a typical grant cycle, requests outnumber available funds by 3 to 1. To address this situation, all board members read every application and use a score sheet to evaluate proposals. The board assigns members to be point persons for some of the proposals, with the understanding that they will take the lead in all decisions regarding the proposal they are assigned. All applicants are required to make a presentation and have a discussion with the review board. After each presentation, the member assigned to the proposal helps board members clarify the purpose of the proposal, evaluate its strengths and weaknesses and determine whether it meets the board's criteria. The board then decides whether to fund the proposal or ask for more information.

Some groups, such as Oakland's Youth Grants for Youth Action, have enough money to fund all requests. Their focus, they explain, is to help ensure the success of each program they fund.[45]

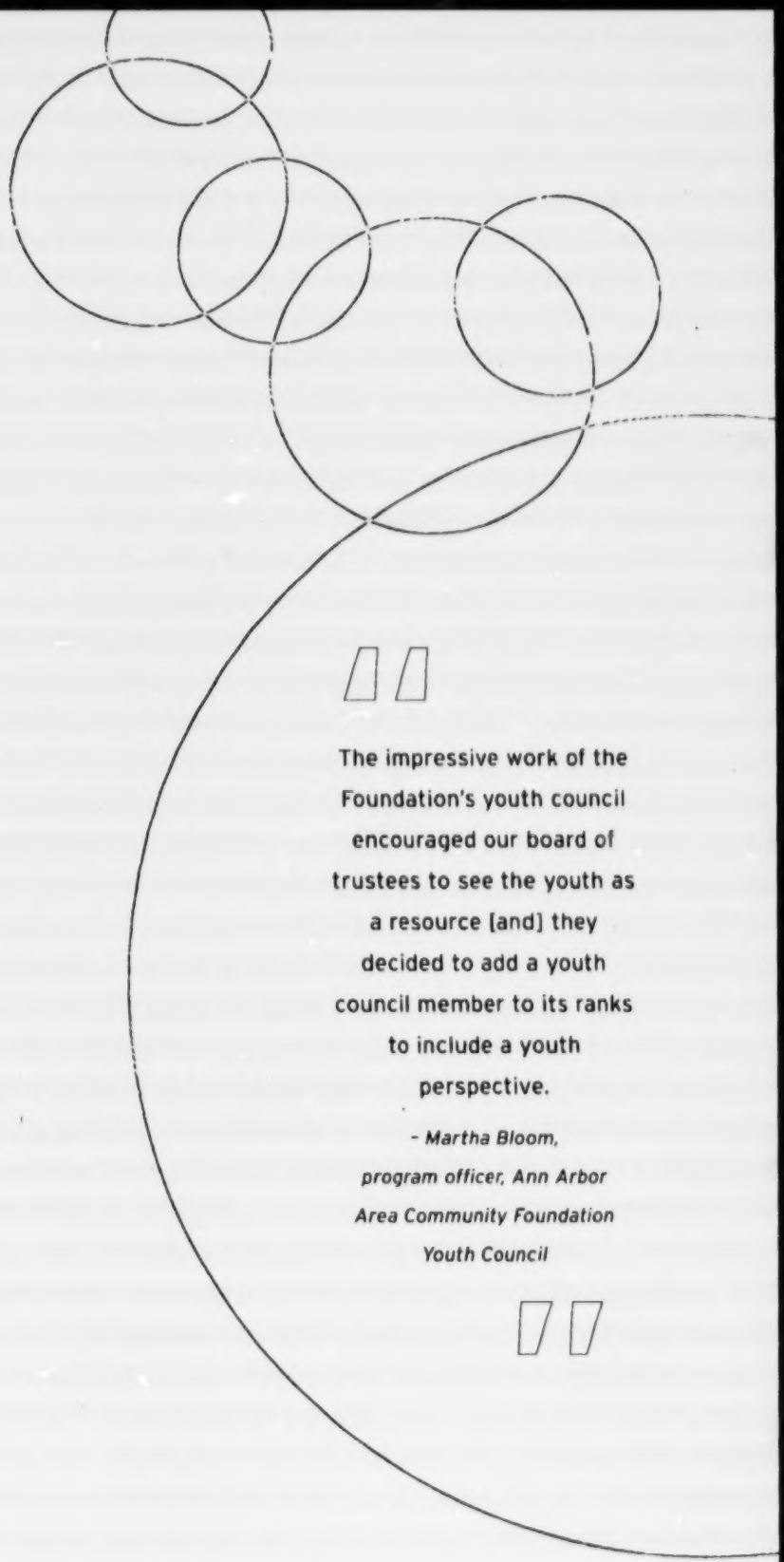
## The Final Decisionmakers

*Youth typically have final authority to award grants.*

Most of the youth philanthropy programs that we surveyed give final decisionmaking authority directly to young people, as opposed to having them make recommendations to a higher authority. We found few programs based out of community organizations that did not give young people final decision authority. This was the case for groups giving out small amounts of money —less than $10,000 per year—as well as for groups giving out more than $100,000 per year.

At many foundation-based youth philanthropy programs, young people do not have absolute authority to award grants. Instead, they pass on their recommendations to the foundations' boards of directors. Even in these situations, though, adult board members tend to have a very hands-off approach; we did not find any programs in which the board of directors failed to ratify all the recommendations made by young people. This system has the benefit of connecting youth grantmakers to foundation staff and trustees.

Youth respondents are somewhat divided on where the ultimate responsibility for decisions about grants should lie. Thirty-one percent definitely or mostly agreed that adults should have final say, while 69 percent mostly or definitely thought that youth should have this authority. Interestingly, only 29 percent had a strong opinion—strongly agreed or strongly disagreed—on this issue. Adults who responded were only a little less ambivalent. These results suggest that young people want and need significant adult support and participation in grantmaking decisions, even if they ultimately have the final say. ○



**"The impressive work of the Foundation's youth council encouraged our board of trustees to see the youth as a resource [and] they decided to add a youth council member to its ranks to include a youth perspective."**

***- Martha Bloom, program officer, Ann Arbor Area Community Foundation Youth Council***

# Benefits of Youth Philanthropy

Formal program evaluations and our surveys confirm that young people reap many important benefits from participating in youth philanthropy. But they aren't the only beneficiaries. The adult-led groups that work with youth boards also benefit. So do the young people who apply for and receive grants. And the final impact is felt by the communities touched by the work of programs funded through youth philanthropy.

## Benefits for Young Grantmakers

Young people participating in philanthropy gain important skills, learn about their communities, deepen their commitment to community involvement, and develop important, positive relationships with other youth and adults, our survey found. Most of our respondents thought they were more prepared to go to college as a result of their participation. Adults involved concurred with the young people's views of the benefits of philanthropy programs.

The chart below summarizes the results of findings from the youth survey.

**Percentage of youth board members who respond "A Lot" or "A Fair Amount" when asked how much the program helped them:**

| | |
|---|---|
| Learn how to make better decisions | 95% |
| Learn about issues that peers face in your community | 88% |
| Become better at planning and facilitating meetings | 82% |
| Feel more comfortable sharing ideas in a group | 83% |
| Feel more comfortable in a leadership role | 86% |
| Feel more comfortable giving presentations in public | 74% |
| Be more committed to helping out the community | 89% |
| Develop positive relationships with youth that you would otherwise never have met | 87% |
| Develop a strong, positive relationship with at least one adult | 79% |
| Prepare for college or higher education | 59% |
| Increase their interest in higher education | 59% |

Other evaluations of youth philanthropy programs are generally consistent with our results. In a comprehensive evaluation of the Michigan Community Foundations' Youth Project from 1991-1997, evaluators found that most youth grantmakers "felt like they were making a difference, had learned about the needs in their communities, had learned leadership skills, had reflected on their values and had networked with other teens and adult community leaders."[46] The evaluator also found that participation affected their choice of studies or career path. An evaluation of a similarly structured youth philanthropy initiative in British Columbia found comparable impacts on grantmakers.[47]

We continued to get confirmation of these benefits in conversations with youth. One young person at Oakland's Youth Grants for Youth Action says that being on the board helped him "learn how to read more."[48] Other members of this group reported that their critical thinking and facilitation skills have improved. Still others say that being on the board helped them to be more open and share their points of view. At the East Palo Alto Money Crew in the San Francisco Bay Area, young grantmakers say they had acquired a better understanding of their community and improved skills for working in a group.[49] In Battle Creek, Michigan, one member of the youth philanthropy program had such a positive experience that she wanted to work in a foundation as an adult.[50]

There is good reason to believe that participation in youth philanthropy may spur academic success among young people. Students who participate in after school programs tend to earn better grades and conduct themselves better in school, according to numerous studies. They're also less likely to drop out, use drugs or drink alcohol.

Furthermore, youth philanthropy teaches many of the skills and interests directly related to academic achievement: leadership, self-esteem, problem-solving skills, resourcefulness, interest in reading and commitment to community service, according to many adults and youth involved in the field.

## Benefits for Adult-Led Organizations

Young people practicing philanthropy can also influence the policies of adult-led organizations, both their own sponsors and groups they fund.

In a recent study commissioned by the National 4-H Council and funded by the Surdna Foundation, researchers found that involving youth in organizational decisions helps bring clarity to the organization's mission, improves adult involvement and responsiveness to the community, improves organizational commitment to inclusion and representation, helps raise funds and helps organizations reach out to the community in more diverse ways.[51]

Anecdotal evidence from YACs in the Michigan communities of Ann Arbor, Baraga and Battle Creek suggests that the presence and accomplishments of youth grantmaking committees sometimes inspires adult-led organizations to increase youth involvement in their own programs and decisions.[52] For example, some Michigan community foundations are inviting young people onto boards that were once the exclusive domain of adults. At times, the influence is more direct. Some Michigan YACs require programs that receive grants to better involve youth in organizational decisions.[53]

Martha Bloom, program officer and staff advisor for the Ann Arbor Area Community Foundation Youth Council, describes how the impressive work of the foundation's youth council encouraged its board of trustees to see the youth as a resource for the board itself. Ultimately, the board decided to add a youth council member to its ranks in order to include a youth perspective.[54]

Bloom says that while the youth on the board have benefited in various ways, including learning how to express themselves in a room full of high powered adults, the board of trustees has also become a better organization because of its inclusion of a young person.

"I think the adults have learned a lot more about what it takes to be inclusive and

bring people with different points of view and levels of understanding onto their board," Bloom says. "They've also learned that these young people have a lot to offer. It's just a matter of their being able to tap into it appropriately."

Staff at the Ewing Marion Kauffman Foundation say that youth participation "brought a great deal to the board" and that some adult members have considered inviting young people to formally join.[55]

In San Francisco, a youth-directed project funded by Youth Initiated Projects that provided free Scholastic Aptitude Test (SAT) preparatory courses to low-income teens sparked a major citywide initiative by the San Francisco Public Library to do the same.

In Michigan, young philanthropists around the state successfully lobbied the state legislature to allow young people under 18 to legally serve on nonprofit boards. Their strength and visibility prompted the inclusion of at least two young people from Michigan grantmaking boards on local committees that redistribute millions in funds from a recent Tobacco Corporation Settlement.[56]

> **"In Michigan, [young philanthropists'] strength and visibility prompted the inclusion of at least two young people from Michigan grantmaking boards on local committees that redistribute millions in funds from a recent Tobacco Corporation Settlement."**
>
> *- Robert Collier, president, Council of Michigan Foundations*

In a 1990 study of a youth philanthropy program in Indianapolis, Indiana, evaluators found changes in adult attitudes, including interest in making organizational changes that include youth voices, as a result of successful youth-led projects.[57]

Young people we surveyed generally agreed that adult attitudes and organizational policies that impact youth were changing because of their presence. Forty-three percent strongly believed that organizations that served youth were increasing youth participation in decisions. Seventy-seven percent of youth surveyed strongly or mostly agreed that adult leaders are changing policies that enhance this participation. More than 40 percent of youth respondents also firmly believe that their host organizations are taking them more seriously because of the philanthropy program. Adults that we surveyed felt similarly to the youth respondents.

## Benefits for Grantseekers and Grantees

Most youth philanthropy groups are interested in funding projects led by youth. These philanthropy groups are having significant impact on youth who are seeking grants and leading projects.

We did not survey youth applicants seeking and receiving funding from youth philanthropy programs for this report. However, many national studies have looked at the individual benefits that young people gain when they plan and carry out their own project ideas, and some youth philanthropy programs have also made regular assessments of grantees.

In the process of identifying community needs, coming together to develop a plan with an adult advisor, writing a grant proposal, making a presentation, and carrying out a project, youth grantseekers derive tangible benefits. Most grantees who sought and won grants from San Francisco's Youth Initiated Projects, for example, felt better about their connections to their communities and thought that they could improve their communities, according to a series of phone interviews conducted by staff with grantees between 1998 and 2001. The majority of grantees thought they had improved their writing, planning, group decisionmaking, public speaking and budgeting skills as well, abilities that can lead directly to greater academic success.

More than ten years ago, the National Crime Prevention Council also set out to evaluate how their three-city Youth as Resources philanthropy program was affecting youth who received grants, among others. Independent evaluators found improvements in youth attitudes about community service. They also found evidence that the young people had learned some important skills and increased their self-confidence.[58] As the National Crime Prevention Council points out in its Youth as Resources study, the benefits

youth derive depend on a number of factors, including the length of time young people work on projects, the guidance they get from adults, the issues they choose to focus on, the impact the projects have, and the degree to which young people direct the projects.[59]

While young people clearly are disappointed if a project they propose does not receive funding, it doesn't mean they don't derive some benefit as well. The act of planning a project and preparing and presenting a proposal all build solid skills, even if the proposal itself is unsuccessful, according to discussions with the adult allies of young people whose projects did not receive funding.

## Benefits for the Community

Youth philanthropy programs are special because they have the potential to reach well beyond their core participants to improve the community itself. Programs with sizable grant pools are better able to create significant community changes. Programs which can effectively support youth grantseekers and grantees in developing successful projects, or who give funds to adult-led organizations that need less assistance, are also more likely to see significant social improvements.

Below is a partial list of youth philanthropy projects that had a significant impact on local communities.

**DJ 2000** Recognizing the power of music, teen leaders at San Francisco's Booker T. Washington Community Center established a recording studio at their facility. Young people learned how to mix music, create CDs, operate recording equipment, and organize DJ dances and other events. Youth Leadership Institute's Youth Initiated Projects provided more than $3,000 for equipment and start-up costs. The planners organized peer-training sessions for the equipment, and created relationships with youth-led businesses to sell the music. Because of this studio, youth from around the community began utilizing the center. According to one planner, the studio "put Booker T. on the map!"

**Neutral Zone** Youth and adults from Ann Arbor worked together to create a safe, positive meeting place for area teens. The Youth Council from the Ann Arbor Area Community Foundation provided more than $80,000 in grants and gave hands-on assistance to make this space a reality. MC battles, theater practice, poetry workshops, and tutoring are just some of the things offered at Neutral Zone. Youth are in leadership roles at all organizational levels.

**Intelligent Youth Exploring Society** Oakland's Youth Grants for Youth Action gave a small grant to Intelligent Youth Exploring Society to publish and distribute a magazine written and managed by young people. The magazine will focus on changing negative perceptions of youth and providing a forum for youth opinions on issues that impact young people.

**Student Leaders Against Sexual Harassment (SLASH)** SLASH received $7,000 from YLI's Youth Initiated Projects for two projects. After extensive research, youth from San Francisco's Mission District decided to focus on the problem of sexual harassment in area high schools. They organized, publicized and staffed a one-day conference on the issue, which drew more than 150 youth. Youth planners also ran workshops, held a forum and kicked off organizing efforts against sexual harassment in individual schools. Next, they used YIP funds to train and support individual youth organizers in four middle and high schools in the city.

**Brocton Skateboarders** Kids First Grants of Fredonia, New York gave a grant to the Brocton Skateboarders to develop a skateboard park. Grant funds paid for concrete and the youth group received in-kind donations of other materials and supplies from the municipality.

**Operation Smile** Youth from a rural community organized dental care for low-income children in this program supported by Youth as Resources of Central Indiana. The young people not only raised funds for dental care, but also convinced dentists to reduce their fees. ○

# Recommendations

**Our recommendations are geared toward organizations seeking to strengthen or expand their youth philanthropy programs and to funders and others considering the development of new programs or larger initiatives.**

RECOMMENDATION

## Use youth philanthropy as a powerful tool for community youth development.

Few programs consciously plan youth philanthropy programs as tools for community youth development, even though the programs incorporate many community youth development principles. Those principles involve creating opportunities for young people—chances to develop important skills, form positive relationships with adults and peers, build stronger connections to community and school, take creative action and practice leadership. Those opportunities must all come in an environment young people view as safe.

Providing these experiences for young people will create healthier, more well-rounded individuals with higher self-esteem, improved academic achievement and better chances for success as adults, experts in youth development agree.

Youth philanthropy programs should embrace and actively plan for these goals. A few programs have tried to make this formal connection, but more attention to it would likely help all youth philanthropy programs. Not only would it aid the young people involved, it could improve fundraising for youth grants. By presenting youth philanthropy as a powerful tool for youth development that can impact a large number of young people, program planners can argue convincingly for greater investments by foundations and government agencies.

RECOMMENDATION

## Expand youth philanthropy.

There are two ways in which youth philanthropy should be expanded. The scope of youth philanthropy should be broadened to include more youth participation on adult-led philanthropic boards. Also, more foundations and other potential funders should start their own youth philanthropy programs with youth-led philanthropic boards. Those goals require convincing two parties to get involved: young people and the foundations and other organizations that sponsor philanthropic activity. Both adult board members and youth may need some education about youth philanthropy and some opportunities to test the concept before they commit to it. Below are some strategies for preparing organizations and youth for participation in youth philanthropy.

### *Strategies for Increasing Youth Participation on Adult-led Boards*

* **Educate foundation board members about the contributions that young people bring to decisions and their rights to be involved in decisions that affect them.** Foundations can strengthen their outlook by giving youth greater philanthropic responsibility.
* **Ensure that foundation or other organization board work includes areas that build on young people's strengths, including knowledge of their peers' needs, risk-taking and creativity.** Young people are more likely to feel comfortable with subjects they know.
* **Train adult board members in working with young people.** Adult board members need to devote more time to learning how to include young people in board discussions and activities. They should also be aware that they may have to make special considerations in working with young people. For example, adult boards

that want to include youth shouldn't hold meetings during school hours. Adult members should decide what they expect from a youth board member and make that expectation clear to everyone concerned. This kind of preparation can help avoid misunderstandings.[60]

* **Try to have at least two youth on an adult-led board.** A new experience can be intimidating; two peer allies can support each other, boost each other's confidence, and increase the level of youth participation.[61]

* **Recruit older youth and young adults to participate on adult-led grantmaking *boards.*** Foundations may be more comfortable with including young people with more maturity and life experience.

### *Strategies for Increasing Support for Youth-led Boards*

* **Allow foundation trustees, staff, and other adults to serve as voting members on youth-led grantmaking boards.** Foundation board members are more likely to feel comfortable with youth philanthropy programs if some adults are also involved in making decisions.

* **Foster formal exchanges and discussions between adult and youth philanthropists throughout the field.** Encourage adult trustees from foundations and other organizations that do not sponsor or fund youth philanthropy programs to attend these sessions.

* **Recruit older youth and young adults to participate on youth-led grantmaking boards.** Just as for adult-led boards, foundations and other possible funders may be more comfortable with youth-led boards that include young people with more maturity and life experience.

RECOMMENDATION

## Increase the diversity of grantmakers.

The leaders and sponsors of youth philanthropy programs are conscious of the need for diversity among core participants, we found, and many are making special efforts to reach out to youth who are not generally included in traditional leadership roles or who are marginalized because of their race, ethnicity, sexual orientation, or class. Despite those efforts, though, there are a number of groups that should be better represented in the youth philanthropy movement:

- **Poor and working class youth**
- **Middle school students**
- **Young people who are not in school, both those who did not finish high school and young adults who have graduated from high school**
- **Lesbian, gay, bisexual and transgender youth**
- **Youth of color.**

We recommend a number of strategies to improve diversity:

* **Provide incentives:** Some programs offer transportation allowances, meals, and cash stipends to encourage youth to participate. While incentives work, they may also seem to conflict with core program values, like volunteerism. It should be noted, however, that major national service programs, like YouthBuild, AmeriCorps and the Peace Corps, give stipends and educational awards to their participants.

**A small grantmaking group facilitates the kind of mentoring and support that allows youth from under-resourced communities to gain skills and confidence to participate effectively.**

*- Peggy Loper, development director, Youth Grants for Youth Action*

* **Strengthen training and support for youth grantmakers:** Without intensive training and team building, programs run the risk that the most prepared young people will dominate, and youth with much to contribute, but fewer formal leadership skills, may not fully participate. Leveling the playing field so that all youth feel comfortable participating can require holding frequent meetings (two or more times per month), repeating training opportunities so all can attend, providing many occasions for youth to practice their newly acquired skills, and giving individualized attention to those grantmakers who need it.

  Intense training and team building activities, however, require more staff time, something programs must budget for. For programs with limited resources, one solution is to limit the size of a grant board, thus limiting the amount of training required. Peggy Loper, youth development director for Youth Grants for Youth Action in Oakland, argues that a small grantmaking group facilitates the kind of mentoring and support that allows youth from under-resourced communities to gain the skills and confidence to participate effectively.[62]

* **Fund more youth-driven projects:** Young people who are able to create and lead a program worthy of a grant are often ideal candidates for membership on the grantmaking board itself. By soliciting and funding more youth-led projects, grantmakers can develop a deeper pool of talented young people to target for board membership.

* **Fund projects that appeal to a wide range of young people:** Young people are more likely to participate in youth philanthropy if they feel it is addressing issues important to them. By including projects of interest to low-income and marginalized communities, philanthropy programs improve their chances of recruiting in those communities.

RECOMMENDATION

## Encourage youth to plan for and fund projects that move beyond service.

Many programs funded through youth philanthropy are focused on providing community service, and do that well. But in many cases, the programs treat the symptoms of community problems without ever attacking the underlying causes. We encourage organizations to see youth philanthropy as a viable way to dig deeper into the roots of community problems. We believe such activism is a good way to develop young people's capabilities and to get marginalized youth and nontraditional leaders involved in their communities.

The Jewish Fund for Justice, the Ford Foundation, the Edward W. Hazen Foundation, the Rockefeller Brothers Fund and the Surdna Foundation are all formally investing in programs that promote activism.

By comparing youth service to youth organizing, the Jewish Fund for Justice identifies an important path for youth philanthropy:

> "Community service programs have resulted in thousands of hours of service to clean parks, assist the elderly and tutor young children, but rarely have they helped participants to gain a better understanding of the root causes of poverty around them and how to address them. Moreover, funding restrictions have often prohibited young people in these programs who became concerned about local issues—like overcrowded classrooms, or illegal dumping of toxins—from carrying out advocacy and organizing. While young people clearly benefit from community service programs, this approach is not intended—nor does it have the capacity—to bring about long-lasting change or build organizations that can hold public officials and institutions accountable. While [service programs] have touched the lives of thousands of youth, and sometimes have even served as anchors in their communities, for the most part their goal has been to serve people within current institutional structures, not to challenge [those structures]."[63]

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Support for moving beyond service is also growing in national youth serving organizations. The National 4-H Council's Innovation Center for Community and Youth Development, in a report commissioned by the Ford Foundation, argues that "civic activism has increasingly become a strategy for achieving youth leadership development and civic participation of marginalized young people."[64] They recommend that philanthropic organizations make grants as accessible and open to young people as possible. They also suggest funding projects at the neighborhood and local level, instead of at the national level.[65]

RECOMMENDATION

### Increase the size of grants.

Change can happen with very small amounts of money; however, long-term solutions to community problems will occur only after significant financial investments. For youth philanthropy programs to promote organizational and community change, more money should be available for them to distribute. Real money brings real power. Without the control of significant dollars, youth philanthropy runs the risk of being seen as practice or mock philanthropy.

If the significance of youth participation in community decisionmaking is determined by the percentage of funds over which young people have control, then we clearly have a long way to go. Less than one percent of all funds distributed through foundations and local governments to programs that benefit youth come in the form of grants awarded by youth. This statistic reinforces the argument that youth philanthropy programs are much more about the personal development of grantmakers and grantees or about the cultivation of an ethic of giving rather than about the potential impact that grants could have on communities.

But we question whether youth philanthropy should be limited in its aims. Young people have impressed foundation boards of trustees with the care and thoughtfulness they bring to grantmaking decisions. And their grants have helped create many successful programs. Increasing the size of grants will allow for more significant successes.

Organization leaders who are interested in increasing funding but also want to minimize the risk of bad investments can implement safeguards. One is to use two-stage grants that require that programs show success before they receive more money. Another is to require intensive training to help young grantseekers develop proposals and carry them out effectively.

RECOMMENDATION

### Create endowments to sustain youth grantmaking over time.

Foundations and community-based organizations interested in creating or expanding youth philanthropy initiatives should consider seeding permanent endowments to them. In Michigan, each YAC has a permanent endowment from which it draws its yearly grantmaking funds. Endowments for Michigan youth grantmakers have secured a permanent role for young people in important community decisions.

RECOMMENDATION

### Increase fundraising by youth.

There are many advantages to encouraging youth philanthropy particip. nts to raise money for grants. Obviously, the activity increases the amount of money available to award. But it also introduces young people to a skill that will be important if they choose to continue in philanthropy. It also means they will have a pot of money that is clearly theirs, that hasn't been given to them from an outside, adult authority.

As the amount of money that young people control increases, so does the respect that adults afford to youth. Money can be powerful, and by training young people to raise funds, we offer one way for young people to get power.

RECOMMENDATION

## Promote progress through conflict.

So far, youth philanthropy has been remarkably free of conflict. Without exception, the adults we surveyed supported giving young people final authority to award grants. The adult advisors of youth philanthropy programs also report receiving general support from other staff and management within their organizations.

Of course, one reason for the lack of conflict may be the relatively small stakes involved. As we have mentioned, the amount of money youth philanthropy groups control is less than one percent of the funds that go each year to programs aimed at helping youth.

As the granting pools that young people control grow, some conflict with adults is probably inevitable. Some examples of potential conflict are already starting to surface. For example, young people at a San Francisco Beacon Center (an after-school program for children and families), applied for funding from YIP to challenge the existing academic power structure and advocate for a stronger role for young people in school decisions. In Oakland, community leaders have committed significant funds to youth-initiated projects. But that commitment is being challenged by some adult-led organizations, which charge that the youth groups haven't proved their effectiveness.

Concern and resistance from adults should not be seen as a sign of failure, but rather a hint of success. The emergence of conflict suggests that the ideas and issues that young people are dealing with are important and that the resources they control have grown too significant to ignore.

If it is not thoughtfully addressed, however, conflict could also undermine the youth philanthropy movement's progress. We recommend a number of strategies for handling conflicts constructively:

* Identify areas of potential tension between young grantmakers and their adult supporters and create in advance clear procedures for resolving conflicts.
* Publicize the successes of youth projects to adults who may be competing for funds.
* In instances where competition between adults and youth over funds may emerge, encourage partnerships among youth and adult project planners. That way, adults will see youth as resources for their programs and organizations, not as rivals.

RECOMMENDATION

## Give youth-led projects special attention.

Expanding the commitment to youth philanthropy will require more than just attracting, training and supporting the young people who award grants. We must also invest in training the young people who seek and receive grants.

Some youth philanthropy initiatives help young grantseekers by holding grant applicant workshops, sponsoring teen-to-teen planning support and distributing handouts and workbooks.

But we recognize that training all the young people who apply for grants requires resources that some organizations may not have. A less taxing approach is to coach and support the adult advisors who work with young grant applicants. These front-line workers, who are often hired for their ability to connect with youth and may be relatively young themselves, are generally working with few resources and without much formal training or support. Bringing these adults together allows them to discuss strategies, identify and resolve challenges to supporting youth-driven initiatives, and develop tools for engaging youth in planning projects and writing grants. Good examples of ways to support adult allies are found in Youth as Resources of Central Indiana and the Youth Leadership Institute's targeted trainings for adult supporters of youth-directed projects.

RECOMMENDATION

## Create important youth–adult partnerships.

One of the great attributes of youth philanthropy is its potential to bring young people and adults together to work on a project on equal footing, with both sides contributing to the final product. Whether adult advisors vote on youth philanthropy boards or not, it is essential that they be actively involved with young grantmakers. Young people benefit from the guidance and experience that adults can provide. Adults gain an opportunity to see the world through a young person's eyes.

Organization leaders should consider establishing formal mentoring relationships between adults and young grantmakers. And they must recognize that adults working with youth walk a fine line, having to provide structure and direction without seeming to dictate the process. Adult allies would benefit from training focused on maintaining that delicate balance. ○

**"In a comprehensive evaluation of the Michigan Community Foundations' Youth Project, evaluators found that most youth grantmakers 'felt like they were making a difference, had learned about the needs in their communities, had learned leadership skills, had reflected on their values and had networked with other teens and adult community leaders.'"**

# Conclusion

WE ARE EXCITED ABOUT WHAT WE FOUND THROUGH THIS CLOSE LOOK at youth philanthropy. Foundations, schools, nonprofit organizations and local governments across the country are encouraging youth involvement in philanthropy. Much work is still concentrated in the Midwest, Northeast, and the San Francisco Bay Area, but programs are developing quickly in other parts of the country as well.

Youth involvement in philanthropy, we found, is having positive impacts on young people's commitment to service and giving. It is also transforming foundations and influencing the ideas of their staff and trustees. Adult-led groups receiving grants from youth philanthropists are becoming more open to youth involvement in programmatic and organizational decisions. Youth philanthropy is also encouraging young people to take action in their communities. We are seeing both short- and long-term changes in communities because of youth action.

Youth philanthropy can be a powerful mechanism for community youth development and can spur academic achievement. It helps organizations and communities create safe places for young people to develop skills that can be used in the classroom and eventually in the workplace. It allows youth to contribute to the community, have positive relationships with adults, make important decisions, and take meaningful action.

Because it creates a place where youth and adults can come together in significant and visible ways, youth philanthropy is a powerful tool for changing adult attitudes and institutional policies that affect young people. Properly structured, it can also be a place to cultivate positive relationships and networks between disparate groups of young people.

One of our most interesting findings was that youth philanthropy initiatives tend to have multiple purposes. Initiatives can be used as a way to teach the importance of giving and service; as a tool for increasing youth participation in institutional philanthropy and community life; as a way to develop young people's skills and leadership; and as a way for young people to take action on ideas and problems important to them and their communities. These multiple purposes might seem like evidence of a fractured movement, one with divergent goals and values. But, we don't believe this is the case. Many youth philanthropy initiatives are starting to see success in several of these aims simultaneously, and we believe that these purposes are in no way mutually exclusive.

Our recommendations are designed to make a strong movement even stronger. We believe that even more young people can be involved in youth philanthropy, with greater funds in their control. We believe that the diversity of youth grantmakers can be broadened. And we believe that youth philanthropy can be an even more powerful tool for both improving the skills and forging the characters of young people and solving some of the deep-rooted problems of our communities.

The successes of young people and adults in places like Battle Creek, Michigan; Indianapolis, Indiana; and Oakland, California are spurring more communities to involve young people in philanthropy. We hope this report further encourages communities and institutions to include and enhance youth voices in philanthropy. We look forward to observing the important transformations this movement can make in the real lives of young people and adults. ○

# Expressions of Gratitude

YOUTH LEADERSHIP INSTITUTE OWES MUCH to the early adult heroes and heroines of this field: Robert S. Collier, president of the Council of Michigan Foundations; Matt Rosen, the director of youth philanthropy at the Youth Leadership Institute, who served as the tireless lead on this project; Lourdes Martinez of the Marin Community Foundation, and Stella Shao, formerly of that organization, who joined with YLI to pioneer this effort on the West Coast and believed in its power when few others dared; and Robert F. Sherman of the Surdna Foundation, whose wisdom and light continually inform our field.

In addition, we would like to thank the many philanthropy and youth development professionals, along with young philanthropists from across the country, who continue to give their time, talents, resources and hearts to this significant effort.

The following people graciously allowed themselves to be interviewed for this report: Robert Collier; Karin Tice of Formative Evaluation Research Associates in Ann Arbor and an evaluator of the Michigan Community Foundations' Youth Project in Grand Haven, Michigan; David Yates and Janet Wakefield of Community Partnerships with Youth; Ted Uno at Quilombo in Oakland, California; Barbara Oates at the Vancouver Foundation; Paula Allen of Youth as Resources of Central Indiana; Lisa Patterson of the Center for Youth as Resources; Martha Bloom of the Ann Arbor Area Community Foundation; Carolyn Ruger at the Battle Creek Community Foundation; Peggy Loper of Youth Grants for Youth Action at the Community Health Academy in Oakland; Scott Massey of the Indiana Humanities Council; Robert F. Sherman; Mary Lou Boughton, Youth United Way program director at the Greater Kalamazoo United Way; Terry Lind, director of programs and evaluation at the Community Foundation Silicon Valley; Howard Slater, president of the North Valley Community Foundation in Chico, California; Dan Nugyen-Tan, spokesperson for the North Valley Community Foundation; Amanda Montgomery, supervising health education specialist for the Butte County Department of Behavioral Health; and Cole Church of Butte County Youth Nexus.

We were privileged to have the opportunity to meet with youth philanthropists at the Ann Arbor Area Community Foundation's Youth Council and Battle Creek Community Alliance in Michigan and, in the San Francisco Bay Area, at Making Change, Youth Grants for Youth Action and the East Palo Alto Money Crew. Thanks to these youth and their allies for giving us the time to learn more about what they do. We also thank Linda M. Frank, consultant to the Surdna Foundation, and the staffs at the Hawai'i Community Foundation, Ann Arbor Area Community Foundation and the Ewing Marion Kauffman Foundation, all of whom gave us important information about their programs in the summer of 1999.

Thanks also to Sally Lew and Evan Carlson at the Los Angeles office of The James Irvine Foundation, who so graciously co-hosted a meeting to consider a comprehensive youth philanthropy initiative in the Los Angeles area. We also want to recognize Claire Peeps of the Durfee Foundation and Jan McCoy of the Bowen H. and Janice Arthur McCoy Charitable Foundation, who have provided leadership, resources and dedication to the field of youth philanthropy.

We would like to thank all of the draft readers of the white paper: John Weiss, director of the Adolescent Division of High/Scope Educational Research Foundation; Peggee Davis, former administrator of the California Friday Night Live Partnership; Robert Collier; and Robert F. Sherman. And we offer a heartfelt thank you to our wonderful colleagues at YLI, Kate Durham, Cory Pohley, and Carolyn Caldwell, for their thoughtful edits. We are especially grateful to Monica Alatorre, our director of communications — we could not have done this without her.

A very special thank you to The James Irvine Foundation — especially to Diane Frankel, program director, and Sally Allen, program associate—for the opportunity to do this important research. Through their dedication to this report and to deepening the understanding of philanthropy, they continue to demonstrate the foundation's commitment to young people and their communities.

Last but not least, we have been privileged to have the opportunity throughout the years to work with young grantmakers in our two youth philanthropy initiatives. They have taught us so much about youth as philanthropists. We are grateful to have had the opportunity to work with them to build these programs.

On a special note, I want to express tremendous gratitude and appreciation to Matt Rosen, YLI's director of youth philanthropy, who led the research and writing of this document. As he worked tirelessly, he kept his passion, vision, focus and love for the field of youth philanthropy at the forefront of his efforts, and the field will be better because of his continuing and important contributions. ○

***Maureen A. Sedonaen***
***Executive Director***
***Youth Leadership Institute***

## Youth Philanthropy at the Youth Leadership Institute

The Youth Leadership Institute (YLI) has been involved with youth philanthropic efforts for more than a decade. Beginning in 1987, the institute first served as an advisor to the Marin Community Foundation and the Marin County Youth Commission as these two entities worked together to give young people authority over grants to their peers. A few years later, YLI assumed programmatic control over what was now its own program: The Marin Youth Grants Board. Expanding on this success, YLI and its partners brought youth philanthropy to San Francisco in the shape of Youth Initiated Projects.

The fresh approach shared by both Youth Initiated Projects and the Youth Grants Board takes youth out of an advisory capacity and gives them final decisionmaking authority. This approach is a powerful youth development tool because it expands the focus of youth philanthropy from the grantmakers themselves to the youth in the community. It moves youth grantmaking from a training ground for future philanthropists to a tool for current community building by youth. It also demonstrates how the existence of a large pool of funds which young people can consistently tap into can invigorate youth activism. Further, it shifts the focus of youth philanthropy from one in which grants are made only to youth organizations to one utilizing a youth initiated projects and community action approach. Finally, it demonstrates that local government can and should invest in the creative ideas of youth.

The Youth Leadership Institute has played instrumental roles in establishing other California youth philanthropy programs and leads a current initiative to bring youth philanthropy to Los Angeles on a large scale.

**www.yli.org**

# Appendix A: Youth Philanthropy Programs

*Note: Boxes are left blank if information about a particular program element is not specified.*

| Program Characteristics | Ann Arbor Youth Council, Ann Arbor, MI[1] | Youth Grants for Youth Action, Oakland, CA[2] | Common Cents Philanthropy Roundtables, New York City[3] | Ewing Marion Kauffman Foundation Youth Advisory Board, Kansas City[4] | Youth as Resources of Central Indiana, Indianapolis, IN[5] | Youth Initiated Projects, San Francisco, CA |
|---|---|---|---|---|---|---|
| **Primary sponsor organization(s)** | Ann Arbor Area Community Foundation | Community Health Academy | Common Cents New York | Ewing Marion Kauffman Foundation | United Way of Central Indiana | Youth Leadership Institute |
| **Organizational Type** | Community Foundation | Nonprofit Community Organization | Nonprofit Community Organization | Private Foundation | United Way | Nonprofit Community Organization |
| **Additional organizational partners** | Council of Michigan Foundations | N/A | Participating schools | N/A | Center for Youth as Resources | Linking San Francisco, Volunteer Center of San Francisco, and the San Francisco Youth Commission |
| **Source of funds** | Endowment seeded by the Kellogg Foundation and other donors | Oakland Fund for Children and Youth, a voter-approved fund for children and youth programs | Penny Harvest™ | Foundation Endowment | United Way Donor Drive | SF's Children's Fund, a voter-approved fund for children and youth programs, and the Evelyn and Walter Haas, Jr. Fund |
| **Program Purpose** | Youth participation in institutional philanthropy, promotion of values of service and giving | Youth participation in community change; mechanism for youth development | Promotion of values of service and giving; youth participation in community change | Mechanism for youth development; youth participation in community change and institutional philanthropy | Youth participation in community change | Youth participation in community change; mechanism for youth development |
| **Year program founded** | 1989 | 1998 | 1991 | 1996 | 1987 | 1997 |
| **Service area** | Ann Arbor area | Fruitvale, San Antonio and Central East Oakland areas | New York City Greater | Kansas City urban core | Six counties, including Indianapolis and rural communities | San Francisco |
| **Who gets the grants** | Organizations serving youth, youth-directed projects. | Youth-directed projects | Youth-directed projects and other charitable organizations | Youth-directed projects and projects with significant youth input | Youth-directed projects | Youth-directed projects |
| **Scope of projects funded** | Positive alternatives for youth; projects that promote youth volunteerism; cultural projects; projects that address needs of children and youth | Positive alternatives for youth; cultural projects; projects that address needs of children and youth | Student-led projects and projects in the surrounding community | Projects that meet community needs, community service projects | Projects that meet community needs; community service projects; projects which promote youth volunteerism | Positive alternatives; projects that meet community needs; community organizing and advocacy projects |
| **Granting pool/year** | $80,000 | About $100,000 | More than $450,000 from more than 300 New York City Schools in 1999 | $100,000 in 1999 | $165,000 in 2000 | $85,000 in 2000 |
| **Time commitment of grantmakers** | 2 meetings per month | One meeting per week | | 2-3 meetings per month | Varies | 1-2 meetings per week |
| **Size and make-up of grantmaking board** | 24 young people | Seven young people | Varies | 20 high school students | 1/3 to 1/2 youth; adult members are often community leaders, i.e. judges and principals | 10 young people in middle and high school |
| **Grant decisionmaking methods and roles** | 2 application rounds per year; youth board makes recommendations to foundation trustees; | Applications accepted on a rolling basis; youth make final decisions | Youth make final decisions | Youth board makes recommendations to foundation trustees | 2 application rounds per year; each county board has decisionmaking authority | 2 application rounds per year plus a rolling cycle for proposals under $500; youth make final decisions |

continued on next page

## Appendix A (continued)

| | Ann Arbor Youth Council | Youth Grants for Youth Action | Common Cents Philanthropy Roundtables | Ewing Marion Kauffman Foundation Youth Advisory Board | Youth as Resources of Central Indiana | Youth Initiated Projects |
|---|---|---|---|---|---|---|
| **Application process** | Groups submit written applications; phone screening by youth subcommittee | Groups submit written applications; one or more interviews between grant applicants and youth grantmakers | Groups are encouraged to develop RFPs, youth grantmakers review proposals and visit applicants before decisions | Groups submit applications | Groups submit applications, make presentations to decisionmaking board | Groups submit applications, make presentations to decisionmaking board |
| **Types of training and support offered to youth in grantmaking roles** | Training in grant decisionmaking and leadership skills with opportunities for statewide training | Intensive ongoing training using a mentoring model | Teachers provide this role | Intensive ongoing training with focus on leadership development and grantmaking | | Intensive ongoing training with a focus on leadership development and grantmaking |
| **Assistance and support to potential applicants** | Local youth center provides intensive assistance to youth groups interested in applying | A team of youth staff provides intensive ongoing support to encourage youth to apply and help them develop a solid plan | Varies | Workshops for youth applicants; phone assistance to applicants by adult staffers | Formal applicant workshops offered prior to application due dates in each county location; staff offers training to adult allies of youth project planners as well | Youth and adult staff provide intensive support and training to potential applicants; staff offers workshops and customized trainings for adult allies on request. |
| **Assistance to project implementers** | Local youth center provides intensive support to youth groups that need help with implementation | Youth members and youth staff along with adult staff work closely to help groups implement projects | Varies | N/A | Staff provide assistance if necessary | Youth and adult staff coordinate assistance to grantees; youth members also provide some assistance |
| **Project evaluation measures** | Grantees submit midterm and final reports; YAC members read reports that staff view as problematic; occasional presentations by grantees | Youth staff monitor and support project implementation on a monthly basis. | Encourages individual schools to seek written reports, call or visit groups | | | Youth grantmakers monitor projects and perform site visits, along with adult staff; projects must also submit a final written report |

1 Ann Arbor Area Community Foundation program literature and interview with Martha Bloom, January 2001.

2 Community Health Academy program literature and interview with Peggy Loper.

3 Pretsfelder and Gross.

4 Ewing Marion Kauffman Foundation program literature and interview with staff.

5 United Way of Central Indiana program literature and interview with Paula Allen, March 2001.

# Appendix B: Important Initiatives and Programs

### Michigan Community Foundations' Youth Project

With more than 60 separate locations across the state, the Michigan Community Foundations' Youth Project is the most prominent and influential youth philanthropy initiative in the United States. With technical support from the Council of Michigan Foundations, and initial endowment funding from the W.K. Kellogg Foundation and the Charles Stewart Mott Foundation, community foundations across the state established Youth Advisory Committees (YACs) to make grant recommendations to the foundation's board of trustees. These YACs meet regularly to review proposals submitted by youth-serving organizations, and in some cases, youth-led community groups. Youth make up the vast majority of the membership of the Youth Advisory Committees, although most of the committees have some voting adult members.

### Center for Youth as Resources

Emerging out of a 1987 three-city pilot in Indiana, the Center for Youth as Resources (YAR) now supports 73 community programs in 21 states, with concentrations in Indiana, Pennsylvania, and Ohio. The national organization works with local organizations and other stakeholders to establish programs based on Youth as Resources principles, materials and program design. While programs vary considerably in scope and scale, each has a grantmaking board of youth and adults as well as a commitment to supporting community projects planned and carried out by youth and their adult allies.

### Habits of the Heart

Habits of the Heart is a joint effort of the Indiana Humanities Council, Community Partnerships with Youth, the Center on Philanthropy at Indiana University and the Search Institute. This program aims to cultivate philanthropic habits and qualities among youth through organizations that serve youth and faith-based groups. Beginning in 1997 as a three-year pilot project, Habits of the Heart now focuses on developing curricula and program materials.

### Oakland Fund for Children and Youth

This fund, approved by Oakland voters, currently sets aside 20 percent of its total $7 million to support youth-led projects and organizations that support grantmaking boards. While each of the five currently funded youth-to-youth grantmaking programs has distinct characteristics, they are all distributing significant amounts of money (an average of $60,000 per year) to youth groups across the city. The Oakland programs have significant budgets for staff, and employ young people to do outreach and provide technical assistance to youth grantseekers.

### Youth Leadership Institute

In 1987, the Youth Leadership Institute (YLI) began playing a training and capacity-building role for the Marin County Youth Commission's Youth Grants Board. In 1991, after demonstrating its abili[illegible] to be innovative in this field, YLI assumed programmatic control over the Youth Grants Board. Since this time, YLI has focused its philanthropic efforts on youth-to-youth grantmaking. Expanding this effort, YLI founded Youth Initiated Projects in San Francisco in 1997. Reaching out to potential grantseekers and offering technical assistance in project planning is a priority for YLI. The institute's models also seek to change the face of philanthropy by attracting, training and supporting traditionally marginalized youth to serve as grantmakers.

### Student Service and Philanthropy Project

Established in 1991 by the Surdna Foundation, this project was one of the first youth philanthropy initiatives to locate its programs within schools. The Surdna Foundation helped several New York City high schools establish classroom-based foundations that supported youth-initiated projects within the schools. While the initiative lasted only three years, a comprehensive curriculum emerged out of this project that served as the foundation for the Learning to Give program, a national project to integrate practices and principles of philanthropy into school curricula.

# Appendix C: Survey Recipients by State

**California**

Alameda County Volunteer Center, Oakland
Community Foundation Silicon Valley, San Jose
Community Health Academy (Youth Grants for Youth Action), Oakland
Global Education Partnership, Oakland
People United for a Better Oakland, Oakland
Quilombo, Oakland
San Francisco Foundation, San Francisco
Community Foundation of Santa Cruz County, Soquel
Temple Isaiah, Lafayette
Women's Foundation, San Francisco

**Colorado**

City of Longmont Youth Services, Longmont
El Pomar Foundation, Colorado Springs

**Connecticut**

Cheshire Youth Services, Cheshire
Communities in Action, Stamford
Family & Children's Agency (FCA), Norwalk
Shepaug Valley Middle School, Washington
Woodbury Middle School Youth Leadership Program, Woodbury

**Delaware**

Delaware Community Foundation, Wilmington

**Florida**

Capital City Bank Group Foundation, Tallahassee
Edyth Bush Charitable Foundation, Winter Park
Pinellas County Cooperative Extension Service, Largo

**Hawai'i**

Hawai'i Community Foundation, Honolulu

**Illinois**

After School Action Programs, Chicago

**Indiana**

Community Partnership with Youth Inc., Fort Wayne
Dekko Foundation Youth Corps, Kendallville
Legacy Fund Community Foundation, Carmel
Monroe County Public Library, Bloomington
Putnam Co. Youth as Resources, c/o GMUnited Methodist Church, Greencastle
United Way of Central Indiana, Community Service Council, Indianapolis
Wells County Youth as Resources, Bluffton
Youth as Resources of Fort Wayne/Allen County, Fort Wayne

**Iowa**

Community Foundation of Waterloo and Northeastern Iowa, Waterloo

**Kansas**

Women's Foundation of Greater Kansas City, Overland Park

**Kentucky**

The Community Foundation of Louisville, Louisville
The Creation Relation, Louisville

**Maine**

Maine Community Foundation, Portland

**Maryland**

National 4-H Council, Chevy Chase
Youth as Resources, Baltimore

**Massachusetts**

Boston Private Industry Council, Boston
Boston Women's Fund, Boston

**Michigan**

Albion Community Foundation, Albion
Ann Arbor Area Community Foundation, Ann Arbor
Baraga County Community Foundation, L'Anse
Community Foundation for Southeastern Michigan, Detroit
Community Foundation of Greater Flint, Lapeer
Grand Haven Area Community Foundation, Grand Haven
Grand Traverse Regional Community Foundation, Traverse City
Greenville Area Foundation, Greenville
Ionia County Intermediate School District, Ionia
Kalamazoo Community Foundation, Kalamazoo
LaSalle High School, St. Ignace
M & M Area Community Foundation, Menominee
Marquette Community Foundation, Marquette
Marshall Community Foundation, Marshall
Michigan Women's Foundation, Grand Rapids
Southfield Community Foundation, Southfield
The Grand Rapids Foundation, Grand Rapids
The Jackson Community Foundation, Jackson
Whitewater Youth Advisory Council, East Tawas

**New York**

Action for a Better Community, Inc., Rochester
Center for Social and Emotional Learning, Erie 2 BOCES, Fredonia
Central New York Community Foundation, Syracuse
Common Cents New York, New York
Community Foundation of the Elmira-Corning Area, Elmira
Youth Participation Project of Rochester, Monroe County Youth Bureau, Rochester
Youth Force, Bronx

**North Carolina**

Youth as Resources/Marshall High School, Marshall
Cumberland Community Foundation, Fayetteville
Polk Community Foundation, Tryon

**Ohio**

Students United Make Opportunities (SUMO), Sylvania
Toledo Community Foundation - YIPEE, Toledo
Youth as Resources of Springfield and Clark County, Springfield

**Oregon**

PGE-Enron Foundation, Portland
The Harold and Arlene Schnitzer Foundation, Portland

**Pennsylvania**

Berks County Community Foundation, Reading

**Rhode Island**

The Rhode Island Foundation, Providence

**South Carolina**

Youth Service Charleston, Charleston

**South Dakota**

Sioux Falls Area Community Foundation, Sioux Falls

**Texas**

Coalition of Community Foundations for Youth, Austin
Community Foundation of the Texas Hill Country, Kerrville
Moody Memorial First United Methodist Church Permanent Endowment Fund, Galveston

**Virginia**

Coalition for Youth, Hampton
Interdenominational Organization for Unity in Christ (IOU Christ), Virginia Beach
Youth Venture, Arlington

**Washington**

Bellevue Youth Link, Bellevue
Seattle Youth Involvement Network, Seattle

**Wyoming**

Wyoming Community Foundation, Casper

**The District of Columbia**

Partnership for National Service - Points of Light Foundation, Washington D.C.
Youth Service America, Washington D.C.

**Ontario, Canada**

Ontario Trillium Foundation, Toronto

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# Appendix E: Resources

**Center for Youth as Resources** www.yar.org
1000 Connecticut Avenue, NW, 13th Floor
Washington, D.C. 20036
(202) 261-4131

The Center for Youth as Resources helps establish Youth as Resources (YAR) programs designed to provide small grants to young people to plan and carry out service projects in their communities. Through instructional materials, technical assistance, and training, conducted by experienced youth and adults, the center helps local YARs start, develop and expand.

**Community Partnerships with Youth, Inc.** www.cpyinc.org
2000 North Wells Street
Fort Wayne, IN 46808
(212) 422-6493

Community Partnerships with Youth, Inc. is a national training and resource development organization dedicated to promoting active citizenship through youth and adult partnerships. They offer tools and curricula to train youth in such areas as youth as philanthropists and youth as community trustees.

**Michigan Community Foundations' Youth Project** www.mcfyp.org
Council of Michigan Foundations
One South Harbor Avenue, Suite 3
P. O. Box 599
Grand Haven, MI 49417
(616) 842-7080

Michigan Community Foundations' Youth Project is a statewide program to build community foundation capacity, establish youth as philanthropists, and build permanent and growing funds within each community to meet local youth needs. The Council of Michigan Foundations oversees and staffs this project.

**Youth Leadership Institute** www.yli.org
870 Market Street, Room 708
San Francisco, CA 94102
(415) 397-2256

The Youth Leadership Institute is a community-based organization that joins with young people to build communities that respect, honor and support youth. YLI is available to assist nonprofit organizations, foundations and public institutions establish youth philanthropy programs. They also can help develop appropriate and relevant curricula to accompany programs.

# Footnotes

1 The YLI defines "youth philanthropy" as programs in which youth develop knowledge of and participate in the formal practice of philanthropy, specifically grantmaking. Projects that promote youth involvement in community services but do not include formal elements of philanthropy such as grantmaking are not covered in the report.

2 The bulk of the research findings contained in this paper is based on data from the years 2000 and 2001.

3 Interview with Janet Wakefield, co-director of Community Partnerships with Youth, February, 2001.

4 Molly Cretsinger, *Youth Philanthropy: A Framework of Best Practice* (Battle Creek, MI: W.K. Kellogg Foundation), undated document from http://www.wkkf.org/documents/philvol/youth_pv.asp.

5 Sylvie Bloch, *The Role of Youth Grantmaking in Foundation Philanthropy* (Unpublished paper, 1998).

6 Interview with Linda M. Frank, consultant to the Surdna Foundation, July 1999.

7 Interview with Barbara Oates, program director for the Vancouver Foundation, January 2001.

8 Interview with Linda M. Frank.

9 Our concerns about the demographics of youth philanthropists are mitigated by the effects of survey self selection. Self selection, the process by which some people may be more inclined to answer a survey than others, may have influenced our results. Few programs sent back surveys where all youth members responded.

10 Interview with Lisa Patterson, director of Midwest Program Development Office, Center for Youth as Resources, February 2000.

11 Youth as Resources of Central Indiana website, http://www.uwci.org/yar/yaryhc.html.

12 Matthew Hamilton and Afshan Hussain, *America's Teenage Volunteers* (Washington, D.C., Independent Sector), from website www.indepsec.org.

13 Ibid.

14 Karin Tice, *Empowering Youth: Lessons Learned from the Michigan Community Foundations' Youth Project 1991-1997* (Grand Haven, MI: Council of Michigan Foundations, 1998), p. 2.

15 Because respondents often selected more than one purpose as their program's top priority, the total results are greater than 100 percent.

16 Interview with Robert Collier, president, Council of Michigan Foundations, January 2001.

17 Interview with Martha Bloom, program officer, Ann Arbor Area Community Foundation, January 2001.

18 Interview with Ann Arbor Area Community Foundation's Youth Council members, January 2001.

19 Interview with Lisa Patterson.

20 National Crime Prevention Council, *Changing Perspectives: Youth as Resources* (Washington, D.C.: National Crime Prevention Council, 1990), p. 8.

21 Ibid., p. 38.

22 Interview with Peggy Loper, youth develcpment director for Youth Grants for Youth Action at the Community Health Academy in Oakland, February 2001.

23 E. C. Roehlkepartain, E. D., Naftali and L. Musegades, *Growing Up Generous: Engaging Youth in Giving and Serving* (Bethesda, MD: Alban Institute, 2000).

24 Robert Neelly Bellah, et al., *Habits of the Heart: Individualism and Commitment in American Life* (Berkeley, CA: University of California Press, 1985).

25 Anne B. Cooper and Janet Wakefield, *Youth as Philanthropists: Developing Habits of Giving and Serving* (Fort Wayne, IN: Community Partnerships with Youth, 2000.)

26 Interview with Indiana Humanities Council president and CEO Scott Massey, February 2001.

27 Indiana Humanities Council, undated project materials.

28 Interview with Robert F. Sherman, program officer for Effective Citizenry, Surdna Foundation, February 2001.

29 Interview with Barbara Oates.

30 Interview with Paula Allen, director of Youth as Resources of Central Indiana, a program of United Way of Central Indiana, August, 2001.

31 Interview with youth from Battle Creek Youth Alliance, Battle Creek Community Foundation, January 2001, and Ann Arbor Area Community Foundation Youth Council members, January 2001.

32 Interview with Marvin King, youth project coordinator, Council of Michigan Foundations, March, 2001.

33 Interview with Hawai'i Community Foundation staff, summer 1999.

34 Interview with Quilombo's Making Change Youth Grants Board Members, Oakland, California, February 2001.

35 Interview with Linda M. Frank.

36 This calculation is based on data from *Foundation Giving Trends* (New York, N.Y.: The Foundation Center, 2001), the Michigan Database, and conversations with experts.

37 These school-based grantmaking initiatives, Common Cents New York, El Pomar Foundation's Youth in Community Service in Colorado, and PGE-Enron Foundation's Community 101 in Oregon, together granted over $1.5 million. Several dozen individual school-based youth boards were involved in the disbursement of these funds.

38 Tice, p. 17.

39 Interview with Hawai'i Community Foundation staff, July 1999.

40 Interview with Paula Allen, March, 2001.

41 Interview with Martha Bloom, August 2001.

42 Tice, p. 17.

43 Gary Pretsfelder and Teddy Gross, *The 2001 Roundtable Handbook* (New York: Common Cents New York, 2001), pp. 10-14.

44 Interview with Ewing Marion Kauffman Foundation staff, July 1999.

45 Interview with Peggy Loper.

46 Tice, p. 31.

47 Vancouver Foundation, Youth in Philanthropy Program Evaluation, 2000, p. 6.

48 Meeting with youth grantmakers at Youth Grants for Youth Action, Community Health Academy, February 2001.

49 Interview with East Palo Alto Money Crew, Community Foundation Silicon Valley, February 2001.

50 Interview with youth from Battle Creek Youth Alliance.

51 Shepherd Zeldin, et al., *Youth in Decision-Making: A Study on the Impacts of Youth on Adults and Organizations*. (Chevy Chase, MD: National 4-H Council, 2000), p. 8.

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66 Ann Arbor Area Community Foundation program literature and interview with Martha Bloom, January 2001.

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70 United Way of Central Indiana program literature and interview with Paula Allen, March 2001.

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